

8-2000

## August 2000

Inland Empire Business Journal

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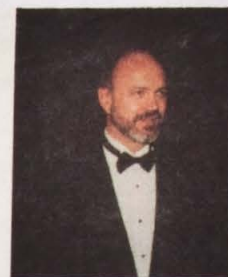
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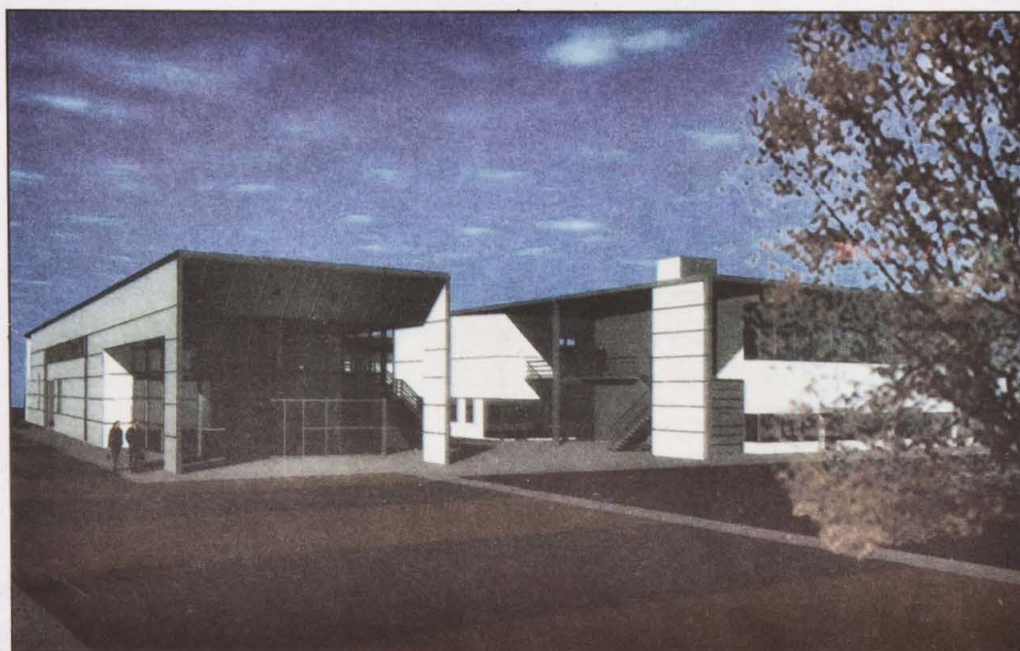


see Page 9  
Douglas DeVries

\$2.00

VOLUME 12, NUMBER 8

AUGUST 2000



Stunning ultra-modern designs will be utilized in the planned College of the Extended University Center of Training, Technology and Incubation at Cal Poly in Pomona.

## AT DEADLINE

### JetBlue Is Not Too Good to be True!

JetBlue Airways, catering to savvy, budget-conscious travelers, inaugurated its non-stop service on July 21, from Ontario International Airport to New York's JFK International. The daring new upstart, with only one class of custom service designed for maximum passenger enjoyment, ease and comfort, has begun daily non-stop 11:30 p.m. "red eye" flights to New York, where it arrives at 7:40 a.m. Eastern Time. Return flights depart Kennedy at 8:15 p.m. ET, and arrives in Ontario at 10:45 p.m. Pacific Time.

The airline features 24 channels of live, onboard television; leather seats with ample leg room; personal touch-screen seating in a state-of-the-art aircraft, and much more...for as low as \$99 one way. Unbelievable! Call 1-800-JETBLUE (538-2583).

continued on page 15

## Sifting Through Bank Rating Confusion

by Jamie K. Ayala

Banks are rated periodically based on varying factors by rating agencies. Why?

Consumers use the ratings for bank safety purposes, other banks use them for peer influence, and businesses use them for investment reasons. The confusion comes when rating agencies give mixed reviews on the same bank. The reason for this disunion is due to criteria on which the rating is based, how often the institution is rated, and who it is rated by. For instance, a bank rating of "premier performer" from Findley and a rating of "99" from Sheshunoff does not mean the same thing, even though those two

ratings are the highest on the scales used. The two companies rate differently and at different periods. The following is a brief summary of the criteria used by some of the agencies who evaluate Inland Empire banks:

### BAUER FINANCIAL Reports Inc.

Baur tries to mirror extensive reports purchased from the FDIC insurance, but their perimeters are unknown. They use the reports to evaluate ratios every quarter for banks and every six months for credit unions. They use a 0-5 star rating scale based on current capital levels, proposed regula-

continued on page 24

## Incubation is Not Just for Hatching Eggs, but for Businesses Too!

by Georgine Loveland

Business incubation is a young industry, and it is thriving under the guidance and innovative thinking for which Cal Poly Pomona has long been known.

The concept evolved out of a crisis — the loss of jobs in the steel industry in Pittsburgh, Penna. about 20 years ago. New business approaches were needed immediately, and a radical shift in thinking was set in motion.

Due to the hardships experienced by the problems in Pennsylvania, the

incubation concept was first used to aid disadvantaged communities. It then grew in focus to more technically involved projects, from a realization that services are

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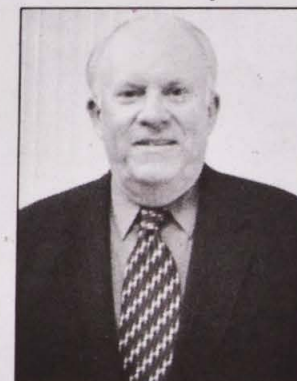
## Vital Survey Research Blossoms at Rose Institute

Founded by Dr. Alan Heslop and endowed by Edessa Rose in 1974, the Rose Institute of State and Local Government at Claremont McKenna College is the only one of its kind in Southern California. One of nine institutions on the campus, its primary mission profits education.

The Rose Institute originally dealt with reapportionment at the congressional state level (the re-draw of districts continues to be done every 10 years) and developed databases for its clients. Today, with a staff of 25 students and six senior members, the institute

focuses on a variety of research projects.

The crew provides



G. David Huntoon

survey research for the San Gabriel Valley, the Coachella Valley and San Fernando. These annual surveys "measure changes

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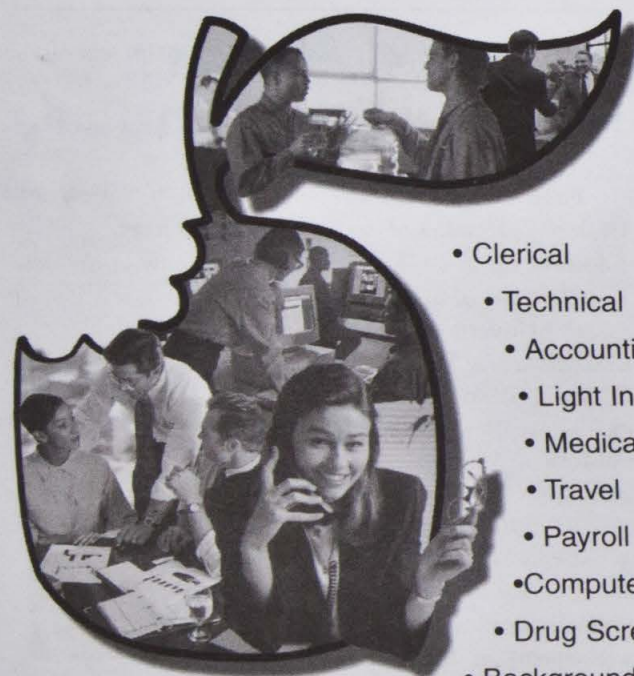
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## Executive Notes

Gary C. Sherwin, vice president of communications for the Palm Springs Desert Resorts Convention and Visitors Authority, has been appointed to serve on the California Travel Industry Association (CalTIA) board of directors. Incorporated in 1981, CalTIA is the official voice of the California travel industry... **D. Linn Wiley**, president and chief executive officer of **Citizens Business Bank**, has announced the appointment of **Darryl L. Lacy** to the position of assistant vice president and banking officer in the small business administration loan department... **Riverside County's Credit Union**, the largest credit union in Riverside County, recently announced that **Ricki McManuis**, former executive director of the Riverside Orange Blossom Festival, will be joining the senior management team as the new vice president of marketing and business development. **McManuis** will step in to fill the vacancy created by the retirement of **RCCU's** present vice president of administration, **Patricia McKeivitt-Ryman**... **Deborah Haynes**, a former instructional services specialist for the Riverside Unified School District and project coordinator for the **Riverside County Office of Education** has been named to work with three of the region's largest school districts in the development of a virtual hi-tech high school. She began her last newly established position of director, Virtual Hi-Tech High program on July 5... **Carolyn Hayes Uber**, president of **Uber Advertising & Public Relations** has announced that **Patti Aguiar** has joined the firm. **Aguiar** assumes the duties of account manager for the 25-years-old Upland-based advertising agency, and will also be an associate publisher for **Dragonfly Press**, the agency's book publishing division. **Aguiar** has more than 25 year of health care marketing experience and has won local and national recognition for various health care-related advertising and marketing projects... **Christine Hansen** has been appointed director of the Student Leadership and Development Office at **California State University, San Bernardino**. The appointment was announced by **Frank L. Rincon**, vice president of student affairs. In her new job, **Hansen** will provide leadership in developing co-curricular activities on campus.

## State-of-the-Art Friendliness Featured in High-Tech Branch

Riverside County's Credit Union will hold a grand opening on Aug. 9 of its remodeled downtown Riverside branch. Located at 3451 Fourteenth St., it is the second of its kind — the first opened earlier this year in Corona. It will serve members with easy Internet access, telephones to reach the member service center, and eight "remote" tellers to provide cash deposits and withdrawals.

"These new methods will

allow RCCU to provide speed, accuracy and more focus on member service. We like to call it state-of-the-art friendliness," said **Mark Hawkins**, president and CEO of RCCU.

The public and credit union members are invited to the ribbon cutting and grand opening from 3 to 6 p.m. There will be food, entertainment, hourly prizes, gifts, and a grand prize. K-FROG 95.1 FM will also be there to kick off this new member-oriented center.

QUOTE

Profit is the product of labor plus capital multiplied by management. You can hire the first two. The last must be inspired.

—Fost

## November 2000 State Ballot Propositions

### Secretary of State Announces November Ballot Propositions

Eight measures qualifying for the Nov. 7 general elections ballot have been assigned proposition numbers by Secretary of State **Bill Jones**.

Going before voters in November will be:

- Proposition 32: Veterans' Bond Act of 2000. Authorizes bond revenues to finance a program of farm, home and mobile home purchase assistance for veterans. California Chamber position pending.

*This November  
will see the smallest  
number of ballot  
measures in many  
years — only eight!*

- Proposition 33: Legislature Retirement. Authorizes members of the Legislature to participate in the Public Employees Retirement System. Chamber supports.

- Proposition 34: Campaign Contributions and Expenditures. Amends sections of the Government Code relating to the Political Reform Act of 1974, repeals certain amendments made by Proposition 208 and re-enacts provisions that impose similar, but increased dollar limits on campaign contributions for elective state office, candidate loans and voluntary campaign spending. Chamber position pending.

- Proposition 35: Public Works

Projects. Use of Private Contractors for Engineering and Architectural Services. Authorizes the state and other governmental entities to contract with qualified private entities for architectural and engineering services for all public works improvement. Gives state and local governments a way to speed infrastructure projects that could provide relief from traffic jams and crowded schools. Chamber supports.

- Proposition 36: Drug Treatment Diversion Program. Modifies sentences for non-violent drug-possession offenders. Chamber position pending.

- Proposition 37: Fees, Taxes, New Definitions, Vote Requirements.

Requires a stronger vote requirement on fees that fund general government services. Chamber supports.

- Proposition 38: School Vouchers. State-Funded Private and Religious Education. Public School Funding. Provides scholarships for private school education. Chamber position pending.

- Proposition 39: School Improvement and Accountability Act. Aims to help schools secure funding to upgrade and expand aging facilities by requiring a 55 percent vote to pass local school bonds. Applies strict taxpayer protections governing the spending and oversight of local school bond money. Chamber supports.

The California Chamber will announce any changes in pending positions on Oct. 1, 2000.

For more information on the propositions, visit the Web site of the California Secretary of State at [www.ss.ca.gov/elections/elections.htm](http://www.ss.ca.gov/elections/elections.htm).

### CORRECTION:

Ooops! We goofed! We made a mistake in our June issue's editorial. We reported that California State University, San Bernardino had hired an outside public relations firm to tout the university's great accomplishments and programs.

We learned subsequently that the university had not hired a PR firm — either in or out of the Inland Empire.

In fact, Cal State San Bernardino President **Albert Karnig** said that if the university wished to employ a public relations firm, it would always give top priority to public relations agencies in the Inland Empire, before considering outside firms.



## OPINION

## Administration of Justice Maintains Sovereignty

by Mark Nichols, Cabazon Chief Executive Officer

Public safety is integral to good and responsible government. The administration of fire protection and law enforcement through competent court systems is of great importance to federal, state and local municipalities. It is equally important to tribal governments.

Tribes have welcomed an unprecedented number of visitors to reservations in recent years, and it is expected that those numbers will continue to grow, because of the tribes' accelerated economic development. Sovereign jurisdictions that were once considered remote are in the pathway of urban development.

Tribal governments are responding to this growth by implementing modern and sophisticated management systems and professionalizing tribal law enforcement. Ultimately, as California's economy grows and the tribal jurisdictions that share common borders expand, a series of respectful agreements will be inevitable.

Throughout the state, tribes have funded fire suppression programs, law enforcement agencies — and in some cases, tribal courts necessary for the implementation of important environmental, vehicle, and other regulatory codes.

This is because the tribes not only possess the inherent sovereign right to establish and operate their own governments, but in fact have a duty to do so for themselves and non-reservation citizens and, most importantly, to ensure the freedom of future generations of Indian people. These investments are being made through tribal dollars in tribal communities for the benefit of all people.

The Cabazon Band of Mission Indians has a long history and reputation for promoting sovereignty, leadership and self-governance in the United States. We are not alone. We are accompanied by other determined tribes in the state of California who continue to safe-

guard their liberty and enhanced sovereignty within our American constitutional framework of governments.

However, power abhors a vacuum, and the rightful implementation of tribal governance has and will continue to meet resistance. The time for tribes to rally on the administration of justice has come.

The Cabazon Band — for several years now — has maintained a law enforcement division and fire department, which augment its tribal court system for the enforcement of both criminal and civil laws within its jurisdiction, even though its lands lie within a Public Law 280 state. This enhancement of public safety on Indian reservations comes at no additional cost to the State of California, thereby saving valuable tax dollars. Self-governance and the administration of justice bring pride and maintain the viability of independence.

Our sworn officers are fully-trained professionals who have achieved the same peace officer standards training as California peace officers. They deal with the same potentially dangerous situations on a daily basis and provide increased coverage for all Californians and Americans. After all, who could ask to retrocede under Public Law 280, without first having the credible systems in place to pre-empt state jurisdiction?

A government that is not authorized and able to enforce the laws that it passes is not complete and will ultimately not survive the test of the courts. We want to make the public aware of tribal goals and achievements. Education brings understanding, resulting in cooperative efforts on the part of adjacent communities.

To accomplish this task, we are preparing an educational video on tribal law enforcement. We hope that in some small way, it will reinforce the view that we are all stakeholders, both Indian and non-Indian, in our greater community by way of the administration of justice.

## EDITORIALS

## Here Comes That Bullet Train Feeling Again

Stories have been told about the mag-lev for years. At least a decade-and-a-half ago, the mag-lev, or "bullet train" was about to be built and it was just a question of where.

The logical route, everyone said, was Las Vegas to Ontario. Even so, talk was cheap and nothing was happening. Hearings were held and eventually other towns started chiming in.

Riverside thought it deserved a terminal. Long Beach wanted a link. Anaheim felt that connecting Las Vegas to Disneyland made great sense.

Then, there were the people who thought that any 300-mile-an-

hour train around here should be built between L.A. and San Francisco...or maybe Sacramento. In the end, nothing happened.

Bullet trains were built in other places — Germany, Japan; even one running from England to France under the "Chunnel," that was pictured at the end of the first "Mission Impossible" movie. But, the real impossible mission was right here.

There might be a monorail at Disneyland and another up in Seattle, but no high-speed rail was happening in Southern California. Now they are back again ... the rumors, the plans. There is talk of a

*continued on page 50*

## Los Angeles Takes Credit It Does Not Deserve

The city of Los Angeles has quite a number of well deserved honors, from the "Entertainment Capital of the World," to the NBA Championship. So why they would take anything away from San Bernardino makes no sense.

Still, last week they did. L.A.

media was covered with the news that their city had introduced the first chip installed in spayed and neutered pets. The chip does exist. It provides information on pet owners, their names and addresses, and vital information on the animal itself.

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## CLOSE - UP

## Zoneworx, a Successful Business That Began in Modest Circumstances

by Janice Prizzi

Thomas Quinn, along with his partner, Phil White, founded Zoneworx in Temecula as a joint venture. Currently the CEO, executive vice president and co-principal founder, Quinn inaugurated Zoneworx "out of [his] master bedroom" in 1996. The business was subsequently incorporated in 1997.

When questioned about the location of the company's beginnings, Quinn explained, "It came down to working out of my master bedroom or Phil's garage and, unfortunately, Phil's garage had a leaky roof, so we had to go with the master bedroom."

Zoneworx integrates the monitoring of switches, pumps, and motors "onto the Internet" which makes it possible for companies to observe equipment activity from any location, internal or otherwise. The company's concept is to allow "more efficiently controlled processes" for businesses and to "obtain more information for all machinery" within a com-

*"I don't know if this is going to fly, but it's the best college course you ever had."*

pany, through the Internet. Internally, a company can follow equipment functions through the use of Zoneworx hardware and software to provide a more efficient manner with which to regulate a company.

The types of businesses targeted by Zoneworx are "industrial automation space" companies that are primarily manufacturers — "Plant floor devices," such as a pump, for example. As Quinn explains, a business can "hook its pump to our hardware and our

hardware to an internal Internet," thereby offering the complete observation of steady or malfunctioning operations of a specific piece of equipment.

Quinn stresses that Zoneworx offers services beyond monitoring manufacturing equipment. For instance, Temecula has several sports fields that require the regulation of field lighting. With the company's software, the Internet could control the lighting. The software eliminates the need for a person to run to a location and turn them on at a certain time. "He could just do it over the Internet and wouldn't that be nice?" Quinn commented.

He and his partner, Phil White, both have backgrounds at IBM. They worked there for 10 years, which allowed the partners to "utilize every kind of industrial automation that you can think of," Quinn said. Included in that varied experience were conveyors and robots — along with countless other systems.

Quinn relocated to Temecula from Poughkeepsie, N. Y., when he left IBM, due to the company's "down-sizing." A lucrative job offer was presented from Opto 22, a company in Temecula.

Quinn reverently discusses his wife, Linda, by calling her a saint. The family moved from a large home with a pool in New York, to living in the wine country in California, and finally to an "1100- square-foot apartment" in Temecula where Zoneworx was created.

The Quinns are the parents of two sons and a daughter who will attend high school this fall. His children's interests range from computers and journalism to sports of all kinds. Quinn's parental pride shines through in the affectionate way he speaks of his children.

Coaching girl's softball for the past five years is relaxation and a pleasure for Quinn. He reveals there is "an element of myself where I just have to be teaching"

and being a coach provides the "avenue" for that element.

Involving himself in community service follows along that same path. Quinn recently served as treasurer of the Temecula Little League Softball League, as well as a girls' softball manager-coach. With two others, he also coaches for the girls' junior all-star team for 13 and 14 year-old-girls. These elements comprise the spirited, receptive, and community-minded Quinn.

Further questioning regarding his profession revealed a devoted alliance to his partner, Phil White. "We have been joined at the hip since our IBM days," he said. They worked together at his previous position with Opto 22, where they realized the importance of "software standards." The idea for Zoneworx came about taking devices "and getting directly onto the Internet and making them accessible through the Internet."

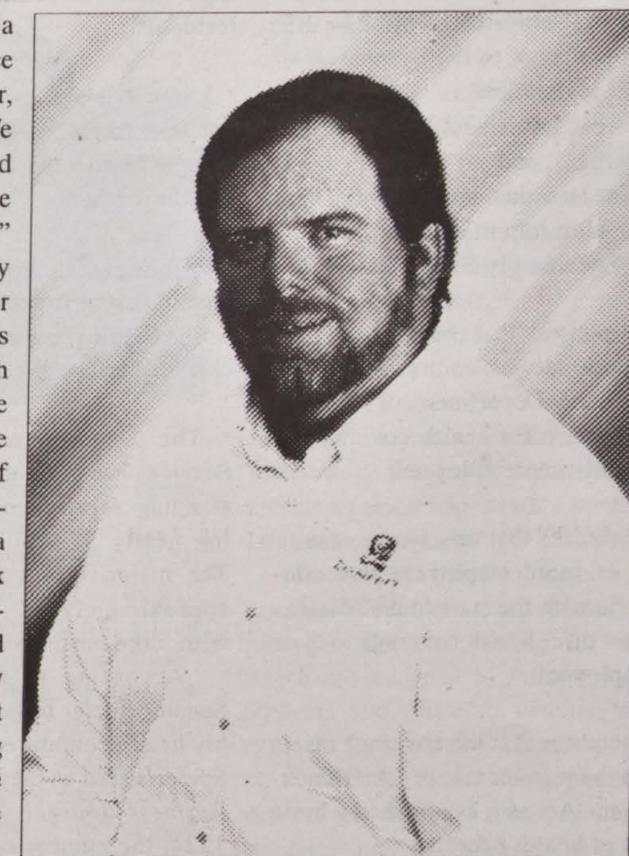
Jointly, the two men put together a business plan and obtained backing from "venture capitalists," by proving that their expertise and a window of opportunity merged at the opportune time.

Consequently, the company is venture capital backed by five top investors. The capital raised enabled the team to "concentrate on developing their product" and to hire a CEO who established a credible business plan, enabling the fledgling company to obtain further financial support and go

into "product introduction."

Zoneworx products have been on the market since February of 1999. Quinn is presently developing sales and marketing along with adding new executive officers. The company's size has developed from two partners operating from a master bedroom, to a current count of 50 employees.

Since Zoneworx' inception, Quinn, alongside his partner and his brother Jim, has maintained a positive and sometimes playful attitude. He keeps everyone's



Tom Quinn

spirits uplifted with a wise outlook and a touch of humor. In the beginning he joked, "I don't know if this is going to fly, but it's the best college course you ever had."

He firmly believes that "persistence" is the key to a flourishing business and you must "work through" all the "no's." Quinn finds that running a company is a marvelous "roller coaster ride" and it's apparent that he is thoroughly enjoying the excitement.



**THE ISSUE:** SB 1224 is a measure requiring health care coverage for businesses who want to contract with the state. Jackie Speier defends her legislation by affirming that it would benefit California's employees by assuring their health care coverage.

The National Federation of Independent Business organization contends, on the other hand, that the measure will financially stress small firms who have already been burdened with large annual insurance premium hikes.

## Senator Jackie Speier's measure is designed to ensure that all businesses offer health coverage

SB 1224, a measure concerning health care coverage and state contracts, is authored and advocated by Jackie Speier, California state senator representing San Francisco and San Mateo Counties.

The measure is an innovative piece of legislation that requires businesses that contract with the state of California to offer health care coverage to their employees. This legislation is designed to ensure that businesses offer health coverage, and to compel those businesses that currently do not, to join an important trend.

Specifically SB 1224:

- Requires that businesses that acquire service contracts through the State Department of General Services offer health coverage to all full-time employees.
- Requires that any business with 50 or more employees that contracts with the state to do business must offer health coverage to their employees.
- Requires that the coverage meets the requirements of the Knox-Keene Act as it established a basic set of health benefits.
- Requires that businesses submit proof of coverage at the time they bid or re-bid for a service contract through the Department of General Services. Services can entail many different professions, including: construction work maintenance, legal services, consulting services and medical services. The state enters into approximately 8,000 service contracts annually. The vast majority of these contracts, approximately 90 percent, are with companies with more than 50 employees.

The legislation is an impor-

tant step in ensuring access to health care to all Californians. It also demonstrates the state's commitment to coverage. It is estimated that:

- California continues to lead the nation with one of the highest rates of uninsured. California has more than 7.3 million uninsured residents.
  - Large businesses in California are less likely to offer coverage compared to other businesses in the United States.
  - Of businesses with 50 or more employees, between 18 to 35 percent of full-time employees are chronically uninsured.
  - The Department of General Services has more than 8,500 outstanding service contracts, totaling nearly \$7.5 billion annually. The majority of these contracts, approximately 90 percent, are with large businesses.
- According to a letter from Senator Speier to the state assembly health committee, provided by Speier's staff to the *Inland Empire Business Journal*, regarding SB 1224, the number of Californians without health care coverage has steadily increased over the past five years.

The letter states that despite a booming economy, the percentage of the population with employer-based coverage has not changed. It declares that California firms will continue to be less likely to offer coverage than firms nationwide. Speier also wrote that she believes that SB 1224 makes a statement about the state's commitment to ensuring health care coverage. "Very simply, we want our larger businesses to cover their employees."

## NFIB Condemns SB 1224 as Proposed Legislation That Would Cut Small Businesses Out of State Contracts

California's largest small business advocacy group, the National Federation of Independent Business (NFIB) has condemned an assembly committee's approval of a bill it believes will slam the door shut on a small business's ability to compete for state contracts.

Although draped in the nicest possible language and intentions, the bill, SB 1224, would in effect narrow the number of smaller companies competing for state contracts. The measure, authored by Sen. Jackie Speier, would require contractors with 50 or more employees, to provide health insurance for their workers — as a condition of winning a state contract. "It couldn't sound more inoffensive," said Martyn Hopper, NFIB California state director, "until the reality of the matter is brought to bear on it."

Small businesses already pay up to 40 percent more for health care than larger companies, according to the Small Business Administration. And, while health insurance costs are expected to rise an average of 10 percent this year, small firms can expect to pay double, according to a recent report in *Fortune* magazine.

"Small firms have been slammed with 15 to 20 percent annual premium hikes for the last three years, forcing many to drop health care in order to stay solvent and in business," Hopper said. "Now, the state is telling small contractors that, if you want to win our business, you'll have to provide a benefit that will force you into red ink. It doesn't make sense."

Hopper also noted that SB 1224 conflicts with an existing

state law designed to provide small businesses with an opportunity for state contracts: "The Small Business Procurement and Contract Act declares that the state must ensure that purchases for contracts for state services be fairly provided to small business," he said. "SB 1224 sends a troubling and confused message to California's small business employers — a group that provides our state with the overwhelming majority of its jobs."

Hopper said such initiatives such as SB 1224 are — like living wage requirements — part of a legislative trend fueled by unions seeking a big business/big labor monopoly on all state projects. Additionally, according to Hopper, the bill is yet another back-door attempt to impose an unfunded health mandate on California businesses.

Shirley Knight of the NFIB stated, "We are opposed to government mandates in general, but especially those concerned with voluntary benefits, such as: sick leave, vacations, etc., which are important to keep good employees. It should be as important for small businesses to have flexibility; their net median profit margin is so narrow, often between \$30-\$35,000. A lawsuit could destroy a small business."

"We feel that this (SB 1224) is a back-door method for implementing a statewide employer-mandated health care system," Knight concluded.

SB 1224 passed the Assembly Committee on Health, by a vote of 10 to 0. It now heads to the Assembly Appropriations Committee.

Complaints... Praise! Suggestions? E-Mail us @ [iebj@busjournal.com](mailto:iebj@busjournal.com)

## Entrepreneur Takes Deep Breath and Creates Respiratory Devices

by Diana R. Jackson

Some people may wonder about a man who quits a steady job to start his own business — with just a hope, a prayer and a drive to do something new. Many people wish they had the courage to take such a plunge. Douglas DeVries is one of the people who has taken that plunge.

He built a respiratory ventilation device development company, Pulmonetic Systems Inc., into a profitable entity in just three years. Pulmonetic Systems provides small, lightweight ventilators to the United States, Western Europe, Japan and China.

Located in Colton, DeVries says the business started in a 2,500-square-foot building in 1997. Next, it moved into a 13,000-square-foot area, until increasing operations demanded 25,000 square feet. A new building is now under consideration that would double the existing space, and could be doubled yet again, as needed.

Financially, the company has soared since its product launch in 1999. "Our product came out on schedule and \$500,000 under budget," says DeVries. "In 1999, our first year of sales, we projected \$4.5 million in sales and realized \$9 million. We projected \$12 million in sales for this year and will actually do about \$27 million."

The projected growth in sales created a demand for additional help, and Pulmonetic Systems has grown from 25 employees in 1999 to nearly 100 today.

With such phenomenal demand, DeVries says the products are back-ordered in excess of two months. In an effort to catch up, the company is changing its short-term focus from international market expansion, to filling backorders for existing clients.

All this in just three years. So, what about the man who spurred these accomplishments?

"I wanted to go into medical device design from the beginning. I can attribute that to my cultural upbringing. My family worked in

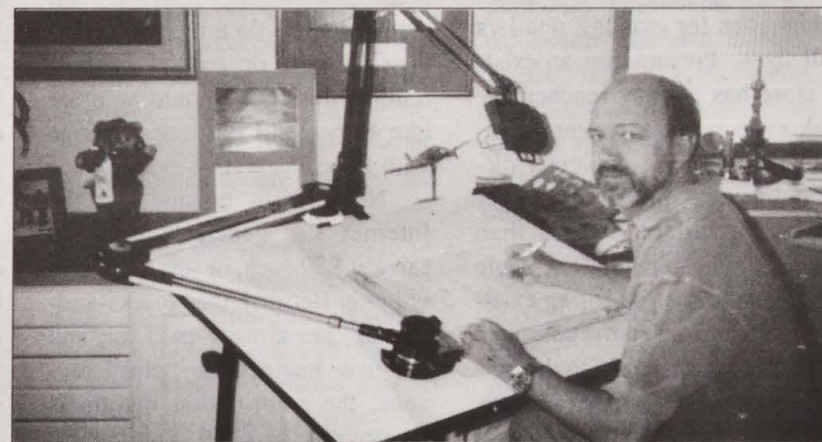
the medical field and some were physicians," remembers DeVries. "So, once I had my degree in mechanical engineering from Cal Poly, I decided to use my skills to help people. That was contrary to most of my compatriots who were going into the defense field."

As a junior engineer at Bourns Life Systems, DeVries set the foundation for his 20-year expertise in mechanical ventilation design. He left Bourns in 1985 for Bird Products, which was acquired by Thermo Electron in 1995. When

the medical device field now back the company.

Innovation, says DeVries, is the driving force behind the organization. He wanted to develop new engineering platforms for ventilators, which would allow children to receive in-home treatment and offer then unheard of mobility to adults needing respiratory therapy.

Pulmonetic ventilator systems are machines sensitive to patient demand. Most patients have some degree of self-regulated respiration, explains DeVries, so the ventilator



Douglas DeVries continues to refine his designs and develop new respiratory ventilation devices.

Thermo Electron acquired Bourns, DeVries left to begin Pulmonetic Systems Inc.

But as many of those behind start-ups will tell you, having an idea — and turning it into a profitable venture — is no simple task.

DeVries and business partner, Dan Carsten, set a goal to raise \$4 million in individual investment and venture capital. Initial fundraising was going well when Carsten was suddenly diagnosed with brain cancer and subsequently died. DeVries, mourning the loss of a friend and partner, didn't give up — he still needed to raise nearly \$3.4 million to get the business launched.

"I became CEO by default. I didn't have the background that Dan had, yet the company had to be funded," recalls DeVries. "I immersed myself in the process. By 1998, we issued a private placement memorandum and achieved our financial goal."

Individual investors who are physicians or who are familiar with

is designed to synchronize operation with that of the patient.

"We have photographs in our lobby that were given to us by parents who were able to bring their children home from the hospital," says DeVries. "Hospital life-support ventilators are large and cumbersome. Because we make ventilators that are about the size of a laptop computer, the children can leave the hospital; return home and be surrounded by family. When we receive these photographs, we realize how much we have helped."

So, DeVries and his engineering colleagues have taken an unusual approach in developing their products. They essentially say "We're going to make it a certain size and weight, and then we have to figure out how to make everything fit." They quibble, he says, over millimeters and every component design, until everything fits into the allotted space. Size and weight become paramount factors in the development process.

"We develop everything from

scratch, internally," states DeVries. "From screws to turbines to software, we make it. In a \$500 million industry, our company will survive because of our innovative engineering. We make the only truly portable, full-featured ventilator and that's due to our innovation and understanding our patients."

DeVries takes patient feedback seriously, whether it comes from the patients whose lives depend on his machines, or the clinicians who help set up the machines at a patient's home. DeVries may be the founder, president and CEO of the company, but he makes the time to speak with patients whenever they call for him.

Also, as you often find in stories such as this, there's a personal interest involved. DeVries' passion for innovation, improvement and portability, became even stronger when his father was diagnosed with Lou Gehrig's disease.

"People with Lou Gehrig's disease eventually die from respiratory failure," says DeVries. "My father didn't want a ventilator but I understand, first-hand, what tribulations a person who needs a ventilator can experience."

The result is that DeVries is the primary inventor on 13 patents, plus two that are pending, all of which are assigned to Pulmonetic Systems and relate to ventilation systems. DeVries says that he and the engineering team love the product and get involved. Most of the company patents name co-inventors.

Doug DeVries' background, industry savvy and ambition have contributed to his success with Pulmonetic Systems, but so has one other element.

"I couldn't have done it without my wife, Robbi, who has supported me through the entire process," he says. "As a real estate agent, she has even handled the acquisition and retrofitting of office space. She has supported me through the entire process. This has been the greatest professional experience of my career. It's exciting and successful."



## CORNER ON THE MARKET

### Bricks-and-Mortar May Have the Upper Hand on the Internet

by Ron Burgess

With the dot coms taking media grief based on recent stock market prices, it may seem to some that the hype is overrated. It may be, but good business sense always requires a realistic look at the numbers.

In a recent study, McKinsey and Company and Salomon Smith Barney, the traditional bricks and mortar businesses that are integrating the Internet into their businesses, have a huge advantage over the "pure play" virtual retailers. In other words, traditional retailers with stores and warehouses have advantages over Internet-only e-tailers. This seems to be a function of start-up distribution and acquisition costs. The study indicated that the cost per order was higher than the revenue per order. This is like the old saying, "I lose a dime on every sale, but I'll make it up in volume." In reality, the more you sell the more you lose!

The break-even point to support new fixed costs for warehouses seems to be beyond the horizon for many Internet-only retailers. The report goes on to say that with increased sales gross margin and average sales volume, the break-even for fixed cost of new warehouses is attainable. However the conclusion was that, on the whole, retailers that sell

across multiple channels such as bricks-and-mortar stores, catalogs, private-label house brands and the Internet, are the ones that stand to gain sizable returns.

A closer look at the math shows that the Internet only start-ups have a sizable hurdle to reach before profit begins to flow. According to the study, the average contribution margin is \$9 per sale. This makes 1.3 million sales the break-even point for a \$120,000,000 facility!

This is good news and good mathematics for existing retailers of all sizes. Presumably, an existing store has already reached the break-even point to cover facilities. Therefore, a completely different business model exists for existing retailers other than Internet-only e-tailers. The same \$9 per sale in margin for an existing bricks-and-mortar retailer can put most of the \$9 right to the bottom line. I say "most" because the cost of the Internet site itself will have some variable cost and cost of sales also. But for small retailers, the extra income can really mean much more profit.

Let's use the example of a very small retail operation with a volume of only \$500,000. A typical specialty retailer of this size has a margin of about 40 percent, when adjusted for mark-downs. This means that the cost of goods is 60 percent. Some retailers pay

some commission and a percentage rent on volume. This can push the variable costs (cost of sales) to 75 percent or so. With a profit of 5 percent, the balance of the sale (20 percent) covers other fixed costs.

This means that the next dollar of revenue produces not 5 percent of profit — but 25 percent of profit. This is because the fixed portion (the cost just to open the doors) is already paid for. The last dollar each month is always the most profitable. Remember, many retailers do not have a commission cost or pay percentage rent, so this figure could be more like 40 percent! But let's continue with the conservative example.

Now, let us assume that the Internet site generates only 20 sales at \$50 each, or just \$1,000 in volume. Because the "bricks-and-mortar" are already paid for, and the new business is "plus" revenue, the contribution margin is 25 percent, or \$250. The cost to ship the merchandise is charged in the sale, so the only other monthly cost of the site is hosting and updating of merchandise availability, (assuming the business has a full shopping cart system). So, once the initial site is paid for (fixed cost), the profit can be substantial. This example has average monthly sales of about \$40,000 in volume with about \$2,000 in net profit. The new Internet revenue is just 1/40th of the revenue, but the profit can be 1/10th of the total! To double the actual profit of the business, only about \$8,000 of Internet business is required!

This is the power of how fixed and variable expenses interact in the break-even calculations. So the math can work to the distinct advantage of the existing retailer. What are the downsides? Well, the cost of the Internet site certainly, and the cost of updating available products from inventory is another variable. But the positive offsetting issues include substantial new media for overall advertising of

the store, and the security of knowing that if the Internet does hurt retail in the future, the store will understand the media when it needs to.

Other benefits accrue to the Website as well, such as 24/7 customer service and store information, product information, customer relationship programs and many now unforeseen benefits. One huge benefit for the retail community is the ability to move bad merchandise in a national market, instead of a local market. It is not uncommon to buy fashion or seasonal merchandise that simply doesn't sell in one area of the country. The Internet (along with services like e-bay.com), can provide an outlet for slow and bad merchandise which is unprecedented for the small retailer. Having a way to sell problem inventory can reduce markdowns by several percentage points. I can foresee competent merchants lowering markdowns by 5 points (cost) which can increase net profit by 20 percent based on the above example.

Bricks-and-mortar businesses must run hard and fast to understand and use this new medium, because the long-term effect of a global marketplace may be to squeeze the selling price of all goods. But for now, even small retailers can make the Internet work to their advantage.

All the hype of the new Internet economy may sound like it is a bust, based on some new reports... and a new Internet-only business does have huge risk, but the real risk to the existing entrepreneur is that he or she will interpret the reports as a reason not to get started on the Net, when it really makes a lot of sense to do so.

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## GETTING ORGANIZED

### Record Keeping for Your Business

Everyone in business must keep records. This can be a challenge for smaller or home-based businesses, where the owner or primary person in charge must wear several hats at once, thus leaving little time for record keeping. But keeping good records will help you with many activities, including monitoring the progress of your business, and preparing your financial tax returns.

**What good records can help you do:**

**Monitor your business.** Monitoring your business through good records can show you whether your business is improving, which items are selling, and what changes you need to make.

**Prepare financial statements.** Good records are required to prepare accurate financial statements. These include profit and loss statements and balance sheets. These statements, in turn, can help you in your dealings with your bank or creditors, e.g., obtaining a line of credit or loan, to help increase your business.

**Identify source of receipts.** A business receives money or property from many sources. Your records will help you identify the source of your receipts, so you can separate business from non-business receipts and taxable from non-taxable income.

**Record deductible expenses.** Keep track of deductible expenses throughout the year as they occur. If you don't, you may forget expenses when you prepare your tax return.

**Prepare your tax return.** Good records are essential to preparing your business' tax return. These records are needed to support the income, expenses, and credits you report. Generally, these are the same records you use to monitor your business and prepare your financial statements. In addition, you must keep these records in case the IRS examines any of your tax returns and asks you to explain any items reported.

**Kinds of records to keep.**

Generally, the law does not require any special kind of records, but you should choose a record

keeping system suited to your business that clearly shows your income. In addition, the business you are in affects the type of records you need to keep for federal tax purposes. You should set up your record keeping system using an accounting method that clearly shows your income for your tax year.

Your record keeping system should include a summary of your business transactions — the summary is usually made in your books, such as a journal and ledger. Your books must show your gross income, deductions, and credits. For most small businesses, the business checkbook is the main source for entries in the business books, but supporting documents must also be kept.

**Supporting documents.**

Supporting documents include: sales slips, paid bills, invoices, receipts, deposit slips, and canceled checks. These documents support the day-to-day entries in your books and on your tax returns.

**Gross receipts.** Gross receipts are the income you receive from your business. You should keep

supporting documents that show the amounts and sources of your gross receipts. Documents that show gross receipts include: cash register tapes, bank deposit slips, receipt books, invoices, and credit card charge slips.

**Purchases.** Purchases are the items you buy and resell to customers. For a manufacturer or producer, this includes the cost of all raw materials used to manufacture the finished product. Supporting documents should show the amount paid and that the amount was for purchases. Documents for purchases include canceled checks, cash register tape receipts, credit card sales slips, and invoices. These documents also will help you to determine the value of your inventory at the end of the year.

**Expenses.** Expenses are the costs you incur—other than purchases—to carry on your business. Supporting documents should demonstrate the amount paid and that the amount was a business expense. Examples include: canceled checks, account statements, invoices, credit card sales slips, and petty cash sales slips for small cash

payments.

**Assets.** Assets are the property that you own and use in your business. Records are needed to verify certain information about your business assets and to figure the annual depreciation. Your records should show the following information:

- When and how you acquired and disposed of the asset.
- Purchase price.
- Cost of any improvements.
- Section 179 deduction taken.
- Deductions taken for depreciation.
- Deductions taken for casualty losses, such as losses resulting from a fire.
- How you used the asset.
- Selling price
- Expense of sale.

Types of documents that may provide this information include: purchase and sale invoices, real estate closing statements, and canceled checks. If you don't have a canceled check, you may be able to prove payment with certain financial account statements prepared by

continued on page 59

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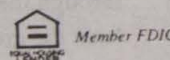
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## COMPUTERS/SOFTWARE

## Just Be Happy With the Computer You Have

by J. Allen Leinberger

You thought you were happy with your computer, didn't you? Well, Bill Gates and Steve Jobs are not happy with you or your computer. Since I am writing this on a MAC, let's deal with that company, although the problems run across the board.

The big problem is not the new century, as you have been led to believe. The big problem is that you already have a computer, so they need to sell you another one. Thus, your old 20th century computer must be made to be outdated. The first thing to go was the look. "Say goodbye to beige," became the cry of the designers. Now, computers come in colors named after fruit.

Then the backside got changed. What your old computer connects

with is round plugs called SCSI or "scuzzy" ports. Say goodbye to them, too. New computers require USB, flat plugs. That means that your old printer, ZIP drive, external CD drive and scanner don't connect. You have to buy a whole new set.

The new iMAC also does not come with a floppy drive built in. It only has a CD-ROM player. If you want a floppy drive for all of those documents you have collected over the last decade or so, you have to buy a new external floppy device.

What I have just said is that everything in that old computer is headed out the door. But wait, it gets worse. With the new machines come new operating systems. In Apple it is OS 9, and very soon, OSX. Just about a decade ago, a 128 meg Apple MAC was called the "Fat MAC," because it was using up so much computer memo-

ry that it was inconceivable that any machine would ever need more. Today, computer memory is sold in gigabytes... and that may not be enough.

Those of you who play computer games know that some multi-level adventures require almost a dedicated system, with no room for anything else in your computer. The same can now be said for non-game programs as well. These new operating systems, and their new associated programs, are taking up exponential space. Even more, a five-year-old Apple computer may not have had a Motorola Power PC chip. Today, if you don't have one, you can't run the new CD-ROM disks.

There are even programmers I have talked to who recommend that you do not run the newer systems. Apple's OS 7.6.1, or maybe 8.5.1 is just fine. AppleWorks 5 is also just as good as the newer, bulkier AppleWorks 6. They both have full office functions for documenting,

producing, Web site work and more.

So what are you to do? As I have said before, if your computer is doing what you want it to do, be happy. Buying a newer, bigger, faster, bulkier machine just because you saw it in some computer magazine, is not justification for the money you will have to spend.

You may have seen people on TV who make home movies on their computer, and that's just fine for those people, but ask yourself if that's what you want to do.

I mentioned at the beginning that I would pick on Apple because I am closer to them, but the same is true for Microsoft. The Windows 2000 does not like your old Windows 95 and 98 documents. And the newer system coming out in another year will like them even less.

On the other hand, if you like the computer you use, use it. Be happy with it. It's a lot better that being used yourself.

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## EMPLOYERS GROUP

## English Classes at Work

by Sydney Kamlager

The number of non-English speaking workers in this country, and especially in this state, is growing. To cope, some proactive companies are offering on-site and free access to English lessons.

Since the Immigration Act of 1965, more liberal immigration policies have meant a large increase in the number of non-English speakers in the workforce. In the 1990 census, 14 million foreign-born U.S. residents had limited or zero English skills. And it's a demographics trend that is on the rise. Both *HR Magazine* and *Human Resource Executive* featured articles in recent issues about on-site English lessons.

As the articles reported, employers who address the issue by offering on-site English classes claim the effort is paying off. The classes, employers say, boost employee loyalty and retention, improve morale, improve customer relations, and ultimately help boost productivity. They also broaden the hiring pool, reduce rework, help employees understand company procedures, reduce absenteeism, and improve safety.

Two Inland Empire businesses agree. Armando Estrada, HR Manager for Bocchi Laboratories Inc. in Walnut, says his company has been offering classes to employees for years. "In the beginning, we sent our employees to classes. 'Classes on Wheels' is new to us, but ever since we implemented this program, we have seen an increase in student attendance and classroom retention, and an increase in morale and camaraderie."

Bocchi Laboratories offers English as a Second Language (ESL), computer, and citizenship classes, and uses test scores from the classes to determine promotion levels. Estrada believes these classes offer benefits that extend well beyond the current work environment. "Education is an investment that will bring back rewards and benefits for years to come.

Without these skills, employees are destined to work in minimum wage jobs forever," says Estrada.

Kraig Hogan thinks so too. As president of Hogan Company Inc. in Bloomington, Hogan believes the benefits far exceed the costs of running such a program. Although his company does not offer in-house classes, he and/or the interested employees find available classes being offered in the area. About half of his bi-lingual employees are currently taking English classes off-site. "For a small business, offering education classes helps morale tremendously. It also helps with customer relations, something incredibly important to small businesses."

Companies offering in-house English instruction say that offering the courses on-site works better than sending employees to a local campus. Indeed, Estrada has built a solid relationship with Hacienda de la Puente, a non-profit agency that provides 40-foot trailers on-site to educate company employees. The only cost to his company is getting employees interested. On-site instruction is less intimidating, more convenient for employees, and builds camaraderie. It can also be designed to meet workplace goals. Estrada noted that the classes do require schedule adjustments on the part of employees.

But, offering the classes sends a message to employees that the company cares about their well-being. Hogan notes that it is economically beneficial for employees looking to advance.

Colleges, training firms, community agencies, and volunteer literacy programs can provide ESL instruction at a company work-site. They can tailor training to the company and provide group or one-on-one instruction. Estrada works with Hacienda de la Puente, but he has also developed solid relationships with Community Resources, a local agency in the Inland Empire community that provides information on other organizations that provide enrich-

ment programs, and with EDD.

To help bridge the language barrier at work, some firms now use volunteer bilingual employees as interpreters. Others hire full-time, in-house interpreter/language instructors to help non-English speaking employees. These individuals help in various situations like explaining benefits, talking to the nurse, and filling out forms.

Some firms now encourage their English speaking managers to learn a second language, like Spanish. At Bocchi Laboratories, supervisors are encouraged to learn Spanish. "It is important for our supervisors to be able to communicate with their employees," says Estrada. The companies pay for the lessons, and sometimes offer a bonus if managers learn a language.

Hogan put it as bluntly as possible. "Employers really have to think about this as an option, especially with today's labor pool. I am all for it."

Some tips for setting up an on-site English instruction program:

- Make the classes a benefit that the company pays for.
- Offer some of the classes during paid company time. Some of the instruction can also be either before or after normal work hours.
- Get supervisors' buy-in for the program.
- Publicize the classes.
- Limit group classes to 12 students.
- Have two-hour classes at least twice per week. Mornings are best.
- Tailor lessons to actual workplace situations.
- Be patient. Language learning is a long-term endeavor.



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# MANAGING

## Managing the Modern Organization, a Systems Perspective

by Stan Stahl, Ph.D.

"In the past, man has been first. In the future, the system will be first," asserted Frederick Winslow Taylor 100 years ago. Taylor was the first efficiency expert, a man who influenced Ford's assembly line and Lenin's Soviet Russia. Taylor's influence was so widespread that management theorist Peter Drucker has ranked him with Freud and Darwin as a maker of the modern world. Taylor's emphasis on the system brought scientific rigor to the challenges of management.

Deming's management principles are a direct application of Taylor's ideas indeed, the fifth of Deming's "14 Points for Management" reads: "Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs."

Taylor wrote for an economic

world very different from the one we live in today:

- Yesterday's production worker has become today's knowledge worker.
- Yesterday's assembly line has become today's self-directed team.
- Yesterday's integrated company has become today's strategic alliance.

- Yesterday's manufacturing and distribution system has become today's knowledge delivery system.

While Taylor's basic precepts have proven critical to the economic growth and prosperity we have witnessed in the 20th century, they need to be recast in the context of 21st century knowledge work.

This is not to suggest that we throw the baby out with the bath water. Indeed, too many managers still fail to realize that, as Deming taught us, management's primary responsibility is to improve the system. It is to suggest, however, that managers must rethink how they may best go about improving the

system.

Consider again Taylor's quote, "In the past man has been first. In the future the system will be first." Observe how it sets up an artificial distinction between man and system.

In Taylor's day, man was separate from the system in which he worked. Then, the system was the flow of raw materials into the factory, their transformation into salable products, and the delivery of those products to the customer. In Taylor's day, man worked in the system — but was not part of the system.

Even in the manufacturing world, Deming realized the need to include man. Most of his "14 Points" reflect man's role in the system. Consider:

- Point 1, Create constancy of purpose.
- Point 7, Institute leadership.
- Point 8, Drive out fear.
- Point 13, Institute a rigorous program of education and self-improvement. All speak to the truth that man is part of the system of production, not distinct from it.

In Taylor's day, in a world where man was not considered an important part, the prevailing wisdom was that managing the system meant controlling the system. Today, however, the best scientific wisdom (and remember that Taylor's purpose was to bring scientific rigor to the subject of management) holds that organizations, like other complex systems, cannot be centrally controlled.

Today's scientific understanding is that complex systems are most effective when they self-organize to meet system objectives. This means that to be most effective, today's managers must let go of the need to control and become adept at managing the levers of self-organization.

In Taylor's world, managers directed activity. In self-organizing systems, they become leaders, stewards of the evolutionary process, governing instead of executing.

According to a Dartmouth professor, Philip Anderson, managers

can meet the challenge of effective self-organization by focusing their attention on seven key responsibilities:

**Selecting the External Environment.** Self-organizing systems structure themselves to fit their environment. It is the responsibility of management to choose these environments.

**Defining Performance.** Complex systems self-organize to achieve higher levels of fitness. It is the responsibility of management to define what it means to be "fit."

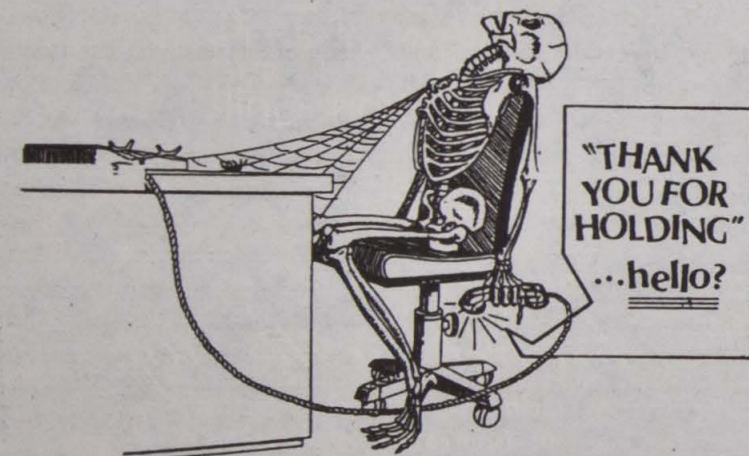
**Managing Meaning.** Remember Abbott and Costello's famous "Who's on First" routine? Is "Who's on First" a statement telling us that "Who" is the name of the first baseman or is it a question asking for the name of the first baseman?

**Choosing People.** Managers hire and fire. Those they hire are expected to adapt to the evolving needs of the organizations. They must also fit with others already in the organization so that the organization maximizes its total fitness. This requires attracting quality talent. It also means paying attention to organizational diversity. But reorganizing is one of the most important ways management can focus self-organization.

**Evolving Indirect Selection Systems.** Ultimately it is how well the organization connects to its external environment that determines success. This depends on the decisions made as to which initiatives to pursue and which to forego.

In old-fashioned control systems, managers made these decisions. In a self-organized system, employees make these decisions based on decision-making systems established by management.

Dr. Stan Stahl is CEO and senior vice president of iVille International Inc., a global provider of continuing education and training courses in technology, engineering and management, to the worldwide corporate and government markets. For more information about this topic, please contact Dr. Stahl at [sstahl@ivilleinc.com](mailto:sstahl@ivilleinc.com).



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# LAW

## What Is a Limited Liability Company?

by Lazaro E. Fernandez

By now you have seen the abbreviation "LLC," but do you know what it means? It stands for Limited Liability Company, and it is an increasingly popular way of conducting some types of businesses. There are many attractions, including the tax-planning aspects of this business form.

It is especially attractive to closely held, private companies because it offers limited personal liability for the owners, similar to the protections offered to corporate shareholders. Thus, they are best suited for family-owned business, estate planning/life transfer vehicles, and real estate investment and development purposes. They are not well suited for public companies due to risk of inadvertent dissolution and inability to freely transfer membership interest.

LLC's are formed under applicable state law. Each state has its own laws on the subject. It's a federal tax classification, however, and it is determined pursuant to

applicable federal tax regulations, rulings and procedures, which provide guidance in determining whether an entity is taxed as a corporation or as a partnership. Consult an experienced professional, as special attention must be paid to the tax aspects of the business-form.

The owners of an LLC are often called "members," and in some states, their names need not be disclosed in the certificate of formation. They generally enter into an "operating agreement" that defines their economic and management arrangements and other rights and duties. If not properly formed, the members are not personally liable for the LLC's debts, obligations or the liabilities of the organization solely based on their ownership interest.

In establishing an LLC, its members have flexibility in structuring economic and management arrangements and responsibilities. Members may manage the LLC themselves or they may designate one or more "managers" who may or may not be members of the LLC

to manage the business and operations of the LLC.

A member's capital contributions may be in the form of cash, property, or services, and profits and losses may be allocated among the members in any manner they choose, subject to compliance with both federal and state tax laws and regulations.

Thus when forming closely-

held entities, you may wish to consider the possible management and tax benefits of using the limited liability company format.

Lazaro E. Fernandez is a partner in the downtown Riverside firm of DesJardins, Fernandez & Smith, LLP. The article is intended for discussion purposes only and does not constitute legal advice.

## Vital Survey...

continued from page 3

in attitude and opinion over time." According to Matt Grossmann, survey research manager of the "Coachella Valley Report," economic, social and political trends can be monitored during this period.

Comparisons with other Southern California regions and reports of particular groups/areas and important issues are also presented. In addition, city surveys to retrieve hard data for decision making are also conducted.

Another service they perform is fiscal analysis. Clients have included Riverside County and school districts. In the district reports they provide comparisons, spending habits and how much money goes into the classroom.

The institute also focuses on regulatory and economic analysis. Recent research has been in the waste area and the Inland Empire.

The institute facilitates and develops several conferences, including the "Waste Conference" and "The Future of Coachella Valley Conference." Under this capacity, the institute has been involved with Native American desert tribes by way of writing white papers (official government reports) on issues such as tribal sovereignty and Indian gaming.

"We set up a towns and tribes event where city and tribal leaders were invited," said G. David Huntoon, senior research associate. "This event produced tangible results and that makes us feel good about our work."

The educational facility is driv-

en mostly by students under the direction of faculty, senior research associates and staff. They are paid for their work and can remain in their positions until they graduate. According to Huntoon, this is the only organization around where undergraduate and graduate students can get this type of experience while in school. Students are encouraged to work with subjects that interest them. They meet with clients, perform the actual research and attend conferences related to certain projects.

Former student manager, Jessica O'Hare, began working at the institute during her freshman year. This recent government graduate attests that she has increased her knowledge of California government and has networked extensively. The experience led to her senior thesis topic in which she was able to use the institute's archives.

"I've learned as much as any other aspect of my college career. The experience is unique, whereas undergraduates can be co-authors of projects and give presentations to clients," said O'Hare. "Everyone wins. For nearly 25 years, the institute has been producing great products for their clients through a joint effort by the students and faculty."

O'Hare continues to work at the institute full-time. She believes that doing so adds to the continuity of the institute.

"The institute provides an opportunity for local and regional, public or private sectors to take advantage of research to develop policy," said Huntoon.

For more information on the Rose Institute, call (909) 621-8159.

## At deadline...

continued from page 3

### U.S. Chamber of Commerce Welcomes Pension Reform Changes

The U.S. Chamber of Commerce welcomed the Congressional action passing pension reform by an overwhelming victory, 401-25. The Comprehensive Retirement Security and Pension Reform Act (H.R. 1102) will simplify businesses' pension process by easing paperwork requirements and streamlining regulations, making employer-sponsored pension programs affordable for more business owners.

### Brea, Montclair, Ontario and Pomona Police Officers to Receive Bullet Proof Vests

Four local municipalities will be able to protect their police officers by providing them with bullet proof

vests because of federal funding, Rep. Gary Miller announced. The vests were approved for the cities by the "Bullet Proof Vests Partnership" funded in 1999. Federal grants cover up to 50 percent of each agency's total cost for the protective devices.

### E-Signature Law a Landmark Achievement for Insurers

An historic and far-reaching bill enabling insurers to confidently conduct business online, has been passed by Congress, after months of negotiations.

"The Millennium Digital Commerce Act," S. 761, which is expected to be signed by president Clinton, provides uniformity and legal certainty for electronic insurance sales and transactions, allowing both insurers and their customers to benefit from the efficiencies that technology can bring to a paper-intensive industry, according to the AIA Advocate, an American Insurance Association publication.



## CREDIT UNION

# New International Wire Service Program Unveiled

Arrowhead Credit Union (ACU) unveiled plans on Thursday, July 20, 2000, for an innovative international wire service program. Under the new program, Inland Empire residents with family members in Mexico and other countries could save hundreds of dollars a year in international wire transfer fees.

"Our fee for performing wire transfers to Mexico will be \$8 per \$1,000 in U.S. currency," said Maurice Calderon, ACU senior vice-president of community development. "That's a pretty good deal considering our private competitors typically charge anywhere from \$30 to \$50 to perform the same transaction. And we'll even invite our customers to make a three-minute, long-distance phone call at no extra charge so they can let their family members know the money is on its way.

This heightens the security of the transaction."

ACU plans to complete the final stages of tests on the program soon and estimates the service to be available in October.

Calderon said Arrowhead Credit Union is providing the new wire transfer service at the new 5th and Mt. Vernon branch opening in October and at other branches at the end of the year. The service will be available to credit union members and non-members alike.

"I think this is a tremendous service, particularly for the thousands of Inland Empire residents who have family members in Mexico and other Latin American countries," said San Bernardino Mayor Judith Valles. During Thursday's event, Mayor Valles made the first official transaction using the new international wire

service by sending money to a family member in Mexico.

Juan Jose Salgado, Mexican Consul General of San Bernardino, also attended the event on July 20. "I support this program because it gives more options to the community. It's cheaper, and everything will be clear as far as the amount of money that will be received in Mexico."

Calderon also said that ACU was able to offer the program through an arrangement with the Madison, Wis.-based World Council of Credit Unions Inc. The council recently finalized a partnership with Vigo Remittance Corporation, which allows credit union members in 41 countries to send money to family members and save on fees and exchange rates with the expansion of its International Remittance Network (IRnet).

Vigo's exchange rate is usually 3.5 percent off the interbank rate in comparison to those of well-known wire transfer companies, whose exchange rates can be as high as 20 percent off the interbank rate. Additionally, other transfer systems charge commission fees ranging from 5 to 29 percent of the transfer, which dramatically decreases the amount to the recipient. Vigo has negotiated

low-cost fee structures from each country. As an example, Vigo's fee is \$8 for the first \$1,000 transferred to Mexico.

IRnet transactions through Vigo also provide services other competitors are not currently offering. A sender's receipt specifies the exact amount of money the recipient will receive versus an approximate amount. In addition, the sender receives a free three-minute phone call to notify the recipient of the transfer, providing additional security for the transaction.

The World Council of Credit Unions Inc. is the apex trade association and development organization of the international credit union system. It promotes the sustainable growth of credit unions and financial cooperatives across the globe. As instruments of economic and social development, World Council, its regional confederations, and national member organizations in more than 85 countries with nearly 40,000 member credit unions serve an estimated 100 million people worldwide. Visit them on-line at [www.woccu.org](http://www.woccu.org).

Arrowhead Credit Union is a financial cooperative serving more than 95,000 members with over \$450 million in assets. Visit them on-line at [www.arrowhead-cu.org](http://www.arrowhead-cu.org).

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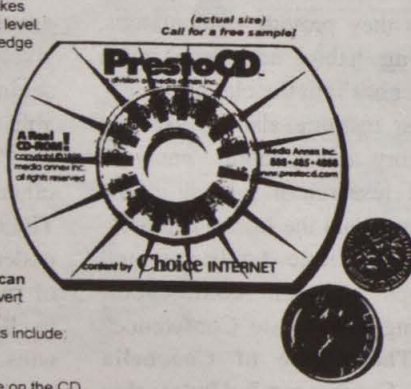
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## EDUCATION

# Home Educators Applaud Innovative Handwriting Program

Home educators nationwide are embracing Handwriting Without Tears™, the multi-sensory, developmentally-based handwriting program designed to teach pre-printing, printing and cursive.

Jan Z. Olsen, an occupational therapist and handwriting specialist, developed the program when her own second-grade son was struggling with handwriting. For the past 25 years, Olsen has been training teachers, therapists and parents to use the program. In 1999, the California Department of Education adopted Handwriting Without Tears™ for use in public schools. Now 2.4 million students in the state of California have the opportunity to use the program when their schools use their state funds to purchase the curriculum.

Home schooling parents have the unique flexibility to seek out

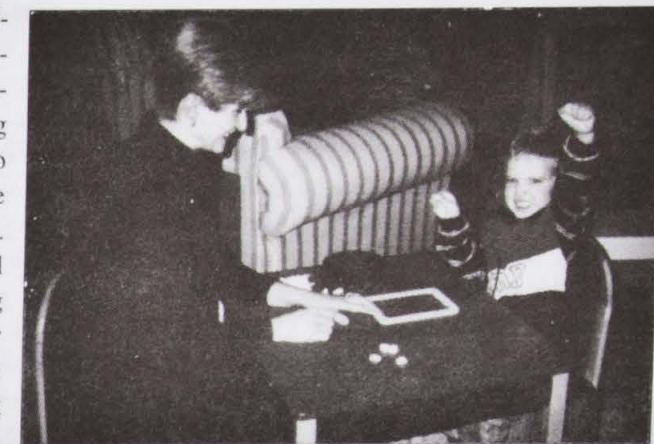
programs that best fit the individual needs of their children. As a result, home-educated children score, on average, at or above 80 percent on most standardized tests, according to a nationwide study conducted by the National Home Education Research Institute.

Pam Baker, a home schooling mom in Damascus, MD, who switched to Handwriting Without Tears™ when her children were struggling in school with a more traditional handwriting method, was thrilled with the results she saw after only eight months. Her oldest son was "printing legibly for the first time in his life" and her youngest was "learning cursive to improve his writing fluency, which helped his productivity in all subjects."

Handwriting Without Tears™ uses wood pieces, a slate chalk-

board, child-friendly language, and simple teaching techniques to inspire active learning. Traditional handwriting methods rely solely on pencil and paper, using tracing and repetition as the primary means to teach. Olsen's

systematic method helps children to learn size, shape and placement skills as part of "readiness" activities before they ever pick up a pencil. This sensible approach to teaching handwriting helps children to avoid many of the common problems associated with poor penman-



"Noah," four years old, is jubilant as he successfully forms an R, using the "wet, dry, try" method on his slate.

ship.

Handwriting Without Tears™ is located in Potomac, Maryland. The company strives to make handwriting available to all children as an automatic and natural skill. For further information, visit the Web site at <http://www.hwtears.com> or call (888) 983-8409.

## Incubation...

continued from page 3

the most important to those who need them and that it is imperative to move "raw" technology out into the community.

There are vital components in this new approach to birthing and growing new businesses, using and adapting space-age procedures and experience for the commercial marketplace.

The National Aeronautics and Space Administration (NASA) and California State Polytechnic University, Pomona (Cal Poly Pomona) have joined forces to provide entrepreneurs with the expertise and resources to successfully access and commercialize NASA technology.

NASA provides access to a wealth of emerging technologies developed at the Jet Propulsion Laboratory (JPL) and Dryden Flight Research Center (Dryden). The scope of the collective technology base at both facilities is adaptable for a variety of industries, markets and disciplines. Access is thereby provided to emerging technologies and resources, including: biomedical, sensors, micro

devices, communications, process modeling, pollution control, power generation, and data storage — minus many of the risks and costs of research and development.

However, access is useless without expertise.

"When an entrepreneur comes to us, we establish three links — we match a technology with the entrepreneur's idea, and the product idea with a market. A five-stage lab-to-market process is key to what we're doing," stated Julie Holland, director of the NASA Commercialization Center at Cal Poly Pomona:

1. Prove the product concept.
2. Develop the business plan.
3. Secure a license
4. Attract capital.
5. Develop and launch your product.

Support at every stage is a cornerstone of the center's philosophy.

The NASA Commercialization Center delivers unique services designed specifically to support technology commercialization requirements — from the inception of the project through all the steps to final development. Some of the services most frequently requested are: market

continued on page 34

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## EXECUTIVE TIME OUT

## YOSEMITE — A Place of Matchless Beauty

by Camille Bounds

It is recorded in the great book that God made the world in six days. What wasn't recorded was that during one of those days, God might have wondered where he was going to spend his R-and-R on the seventh day. It was then that he must have decided to create Yosemite (the Indian name for grizzly bear).



Photo: National Park Service  
Bridal Veil Falls at Yosemite National Park, California.

## Surrounded by inspirational beauty

Inspirational beauty surrounds the visitor with giant trees, spectacular waterfalls, wildflowers and lofty precipices with names that ring throughout the world, beckoning rock and mountain climbers with the greatest of challenges.

El Capitan, Half Dome, Royal Arches, Cathedral Rock, Clouds Rest and Three Brothers draw climbers to test their expertise and nerve.

More than 30 waterfalls, each with a personality of its own, cascade over high sheer cliffs, creating a changing masterpiece of power and unmatched beauty.

Yosemite Falls, at 1,430 feet, was compared by John Muir, (author and preservationist) to a throng of comets. (Consider: Niagara Falls is only 164 feet high, Ribbon Falls at

1,612 feet, and Bridal Veil Falls drops 620 feet into an alcove from a hanging valley.)

## A man of vision

One of the first recorded travel agents was a man named James Mason Hutchings. His claim to fame, around 1885, was to organize the first tourist group to see the wonderful sights of Yosemite. As they say, the rest is history. More than four million people a year drive, use trams or buses, backpack, use mules or horses, or walk all over this amazingly glorious place of nature.

## Spectacular Views

Yosemite covers 1,200 acres — with 360 miles of primary roads and 750 miles of trails. Its landscape ranges from 2,000 feet to more than 13,000 feet above sea level and features Alpine wilderness, groves of giant sequoias, and Yosemite Valley.

Yosemite Valley, which accounts for only seven of the park's 1,189 square miles, is the world's best known glacier-carved canyon. It is best known for its thundering waterfalls, towering cliffs, rounded domes and massive monoliths rising to heights of 3,500 feet, that create an area of wonder and amazement. Its most spectacular attraction is Yosemite Falls, which has a total drop of 2,325 feet.

For an overall view of the High Sierra, Glacier Point is your best bet. It can be reached by a paved road that leaves Highway 44 at Chinquapin, passing through a forest of pine and fir.

To view some of the most rugged and glorious scenery in the Sierras, take the Tioga Pass Road, Highway 120, which crosses Tuolumne Meadows at 8,600 feet, the largest pine meadow in the range.

Tioga Pass crosses the Sierra crest at 9,945 feet, making it the highest automobile pass in California. Here, two contrasting vistas can be seen: to the west are peaks and meadows; to the east, high desert.

Thirty miles south of Yosemite, in the southern end of the park, is the largest of three sequoia preserves. Called the Mariposa Grove, visitors can ride through the forest in trams or use the trails for hiking. The grove's most famous resident is the 2,700-year-old Grizzly Giant, thought to be the oldest of all the sequoias. It stands 210 feet tall, with a base diameter of 30.7 feet and a girth of 96.5 feet. This magnificent wonder is in the company of other giant sequoias that make the area a unique part of this planet.

## Where to stay

If you do not choose to use the campgrounds, there is a wide range of lodging available — from high end of the price spectrum to the more affordable.

## Yosemite Valley

The historic Anwahnee Hotel offers luxury, elegance and comfort. The rooms are decorated with an Indian motif. The lodge is built of rocks and sugar pine logs, with exposed timbers, offers sensational views and a fantastic dining room (expensive).

Yosemite Lodge, located near the base of Yosemite Falls offers 226 deluxe and 19 standard hotel type rooms. The lodge is within walking distance to Yosemite Falls (mid-reasonable).

Curry Village has cabins with or without baths. There are also canvas tent cabins available, comfortable and more than adequate, and as close to camping as you can get without lugging your own sleeping bag and tent (reasonable).

Housekeeping Camp is located along the Merced River. The units sleep six and are equipped with outdoor pit grills for cooking (if you like to rough it.)

## Southern Yosemite

Wawona Hotel is one of California's oldest mountain resort hotels. It offers European-styled

hotel rooms with or without private baths.

## High Country

White Wolf Lodge and the Tuolumne Meadows Lodge are available only in summer, and are equipped with canvas tent cabins and central dining areas. Sensational scenery is the draw here.

Early advance reservations are absolutely necessary. The earlier the better. They are made through the Yosemite Park Concession Services. Call (559)-252-4848. Or log on to [www.yosemite.com/html/accommodations.html](http://www.yosemite.com/html/accommodations.html).

## When to go

June, July, August and September are the most crowded months, especially in the valley area. If you can go off-peak (before Memorial Day and after the first of October), you may find it cooler and the rates a little lower, but all the grandeur is still there without the crowds. Something to think about.

## How to get there

Yosemite National Park is open year-round, and may be reached by air, car or train. (The Automobile Association of America can supply accurate maps and alternative transportation information.) Call park services at (209) 372-0200 for a recorded menu for all information — from weather to accommodation availability — to road conditions and directions. Or check [www.yosemitepark.com](http://www.yosemitepark.com) on the Internet for more detailed information.

## An easier way to get around

Recently, The Yosemite Area Regional Transportation System (YARTS) began running regional transit buses. Through this service, YARTS offers a choice to those traveling in the region who would rather ride a bus from outlying communities into Yosemite Valley and park. Call the YARTS information line at 1-877-989-2787 or check [www.yarts.com/about.html](http://www.yarts.com/about.html).

Camille Bounds is the travel editor for the Western Division of Sunrise Publications, Inland Empire Business Journal and the San Gabriel Business Press.

## ENVIRONMENT

## Inland Empire Utility Agency Handles Area's Liquid Assets

by Rod C. Jackson

It seems that not a day goes by without the postman bringing the day's allotment of news releases, product information announcements and corporate annual reports to the offices of the *Inland Empire Business Journal*.

Such was the case a couple of weeks ago when we received a copy of the "1999 Annual Report of the IEUA."

"Who are they?," you might ask.

The IEUA is the Inland Empire Utilities Agency, we confidently reply.

"But who are they?," you ask again.

Well, frankly, we couldn't tell you. So we decided to find out just what the IEUA is and what they do and why they would send us their annual report.

It turns out the Inland Empire Utilities Agency (IEUA) is one of those quasi-governmental agencies you've probably never ever heard of, but couldn't live without. According to the annual report we received, its stated mission is "to supply imported and recycled water, collect, treat and dispose of waste water, and to provide other utility-related services to the agencies it serves."

Translated into common-speak, they are the folks who bring drinking water to your tap, irrigation water to your crops, and take icky used water away for treatment.

While you may pay your monthly water bill to the Cucamonga County Water District or the Monte Vista Water District, it's actually the IEUA which finds the water the local water district sells you each month.

"We've actually been around for 50 years," says Sondra Elrod, IEUA's director of public information. "It's just that for 48 of those years we were known as the Chino Basin Municipal Water District."

Ah, a couple of eyes are starting to light up!

The agency supplies water to an area that stretches from Montclair — east to Fontana — and from Rancho Cucamonga to south of

Chino. Nearly three-quarters of a million people in that 242-square mile service area depend on the IEUA for water — yet don't even know the agency exists.

To accomplish the rather stag-

gering goal of getting enough water for all those people to drink, work and play with, the agency owns and operates four regional waste water treatment plants, and has a fifth in the planning stage. Seventy percent

of the water it supplies to the local water districts comes from local ground water and canyon runoff; the remaining 30 percent it buys from the Metropolitan Water District.

*continued on page 20*

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# Inland Empire Utility...

continued from page 19

At a more personal level, the 219 employees of the agency participate in a variety of community affairs projects, such as water conservation and recycling fairs, fundraising for the Ronald

McDonald House and the United Way and also sponsor local blood drives.

The IEUA seems to be a money-maker; at least its \$56.7 million dollars in expenses were more than offset by its \$74.5 million in revenues. Of course, the agency didn't

make all that money from buying and selling drinking water and waste water.

The difference actually came in the form of property tax collections, about \$14.2 million worth of tax collections. Much of that additional income is being set aside for upcoming construction projects. The agency is currently in the process of

building a new de-salting plant, and upgrading another treatment facility.

So now that we know who they are and what they do, the final question — when looking at any quasi-governmental agency is — to whom are they accountable?

The short answer is: you and I. The voters.

The IEUA's five-member board of directors is popularly elected from each of the districts represented: Rancho Cucamonga, Ontario, Fontana, Montclair/Upland, and Chino/Chino Hills/Montclair. Two of the board members, in fact, are up for re-election on this November's ballot. The other three board members were selected by the 1998 general election. The fact that very few voters can associate a face with a name in each election, and even fewer actually know their individual board member, can be chalked up to the vagaries of the American election process.

In addition to the voters, board members also are subject to the scrutiny of the Little Hoover Commission, at least indirectly. As a state recognized special district, the IEUA essentially does its business at noticed, public meetings; its books are audited annually by an independent accounting firm and its budget is subject to review by each of the cities it serves.

In conclusion, it's not realistic to think of the Inland Empire Utilities Agency whenever you turn on the faucet or tap, but the next time you go into the voting booth, it might be worth remembering.

At the very least, the next time you go in and see the name, you'll know just what it is you're voting for.

## High Desert OPPORTUNITY

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### DISPLAY BOOTHS:

Representatives from governmental agencies, financial institutions, community organizations, utilities, real estate and other organizations create a convenient information center showcasing the opportunities in the High Desert region.

### LUNCHEON:

Keynote speaker, Roy Firestone, described by *Sports Illustrated* as "the best interviewer in the business," currently hosts ESPN's *Up Close Prime Time*. Firestone's luncheon speech, "What's So Funny About Sports?," is a witty, poignant and highly motivational multimedia review that salutes the best qualities of sports and entertainment figures while illustrating how we can all reach our potential to be the best.



ROY FIRESTONE

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# Yipes' Optical IP Networks are Key to Attracting High-Tech Businesses to Riverside

Yipes' gigabit data infrastructure helps developers market business parks in Southern California community

Yipes Communications, Inc., the defining provider of managed optical IP networks, announced June 29, 2000, that it will begin connecting businesses in Riverside to each other and to the Internet at speeds up to 1 gigabit per second over its light-speed network. Yipes, working with private developers, public officials and the University of California, is offering its affordable and flexible high-bandwidth services as a key amenity to attract new technology firms to the city and county of Riverside.

Yipes' optical networks are now ready to serve such major business developments as the University Research Park, Marlborough Tech Center, and the million square feet of business properties developed by Magnon Companies in Riverside. Yipes' fiber optic backbone will facilitate high-speed data, voice and video applications within the city or throughout the world.

Kevin Palmer, economic development manager for the city of Riverside, said "Yipes' presence is a huge win for us. It gives us critical technology that other communities don't yet have. Yipes will help us attract and retain businesses with high-wage jobs to expand the economic base of our community."

As it rolls out service across the country, Yipes is driving a new generation of Internet applications by breaking regional bandwidth bottlenecks that limit corporate network connectivity to the outside world.

Yipes is widely recognized as the first national provider of fully scalable bandwidth-on-demand for business applications. Yipes' networks deliver an unmatched combination of speed, simplicity and flexibility, using the pervasive and familiar Ethernet interface. Customers may select LAN-to-LAN service between business locations or high-speed Internet services, both scalable from 1 Mbps to 1 Gbps in 1 Mbps increments. With true bandwidth-on-demand, Yipes' customers pay only for what they need.

Yipes' gigabit optical network in Riverside will serve bandwidth-intensive businesses such as soft-

ware developers, Internet service providers, application service providers and multi-tenant buildings that house e-commerce and Web-based ventures. Other promising candidates for Yipes' faster, more flexible service include universities, medical facilities, financial institutions and real-estate firms.

Riverside houses thousands of highly-skilled workers, including graduates of the University of California at Riverside and two dozen other colleges in the region, who commute hours each day to high-tech centers in Irvine, Los Angeles, and San Diego. Many jobs in the county are in relatively low-wage sectors such as warehousing, services and light manufacturing. The city is using traditional programs such as tax incentives to attract higher-wage technology business, but, Palmer said, "Yipes' service is a critical new business recruitment tool to have in our bag."

The University Research Park, located on a 39-acre parcel, is a joint project of the University of California at Riverside and County of Riverside, aimed at attracting young technology companies. Michael Beck, director of New Initiatives and Economic Development at UC Riverside, said, "Network infrastructure is essential these days. The technology companies we are seeking care more about bandwidth than even water or electricity. Yipes creates a great opportunity for us by giving companies the ability to turn up their bandwidth on a few hours' notice, using uncomplicated networks based on IP and Ethernet. Yipes' network is critically important to companies coming to our business park. And its service is first class: When we have a question, we get a call back in five minutes from Yipes."

Sperry Van Ness, one of the largest real estate service companies in Southern California, is looking to Yipes to help fill its 27-acre Marlborough Tech Center, one of the city's largest business parks.

"A key focus of our business plan is to attract Internet and soft-

ware companies," said Burton Young, president of Sperry Van Ness Asset Management and Equities. "I'm counting on Yipes to provide a level of service and quality that will enable existing tenants to expand their businesses and attract new tenants who will take advantage of the fact that our park now offers nearly unlimited bandwidth."

One company now seeking to expand into the Marlborough Tech Center is Swift Communication, a San Diego-based technology firm. Swift plans to use fixed wireless systems to bring full-service Internet access to the many small companies in Riverside and surrounding communities that need sub-megabit bandwidth but can't get good DSL service from their phone company. Swift in turn will use Yipes' network to backhaul its data traffic, giving it the ability to turn up service to its customers almost immediately. Swift will also use Yipes to obtain high-speed, always-on connections to the

Internet.

"We are pleased to bring our optical IP networks to one of Southern California's most underserved data markets," said Frank Robles, co-founder and vice president of operations and network deployment at Yipes. "Almost any business or institution that needs more bandwidth—and that includes nearly every growing business these days—will find Yipes' services an exciting and compelling value. By supplying the missing infrastructure key, we hope to help unlock the huge economic potential of Riverside and the Inland Empire region."

In addition to Riverside, Yipes today offers service in Boston, Chicago, Miami-Ft. Lauderdale, Philadelphia, San Francisco, Washington, D.C. and in suburbs of San Francisco and Denver. By the end of the year, Yipes plans to serve most major cities coast to coast.

For more information, please see [www.yipes.com](http://www.yipes.com).

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Christopher North, May, 1830

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## BUSINESS WEB SITE

## Creating a Business Web Site? Look Out for Some Legal Risks

If you put up a Web site for your business, the same legal issues that affect your business elsewhere also apply on the Web. But with a Web site, you have additional risks you may not be aware of. For example, starting a Web site is essentially entering the publishing business, and a Web site owner has the same legal risks as a publisher. Below are some key legal issues, publishing and non-publishing related, any Web site owner should take into account when creating and maintaining a site.

**Accuracy**

Business Web sites generally provide company profiles, marketing and product information, customer service, and purchasing ability. Any assertions on your Web site must be based on fact. Consider the Web site a form of advertising and apply the truth-in-advertising rules to it, as you would any other advertising copy. In addition, make sure any comments about another company or competitor are completely accurate. If not, a false statement could be considered libelous.

**Domain Name**

The domain name — i.e., the Web site address you use — is subject to trademark law. Pick your domain name carefully to avoid conflict with trademarks that belong to others.

Merely securing a domain name registration does not give you a trademark. You can have a commercial search firm make a full check of federal, state, and foreign registrations and common law marks. These searches are inexpensive and can save you a potential problem down the road. If the search comes up clear, you can then register your domain name with the U.S. Patent and Trademark office.

**Copyright**

Publishing material on a Web site requires many of the same precautions companies must take when publishing printed or other copyrighted material. Copyright applies to any creative work, including written material, photographs, and illustrations. If you are going to use material your company does not own, such as a photograph or a written product description, be sure to get reprint permission.

**Contracts With Site Developers**

Most companies contract with outside developers to create and maintain their Web sites. Developing a site combines many disciplines, such as: software development, data processing, advertising, public relations, technology, and security issues (such as secured purchasing). Any contracts with outside persons should

clearly define the role, scope, and obligations of that party, such as updates and modifications. The contracts should cover generating reports, compilation of site use statistics, training for employees, and determining what happens if the site is unavailable for a time, due to software or hardware problems. Any contracts should also cover who owns the contents of your Web pages, such as: text, art, graphics, and icons, as well as any intellectual property co-developed by the parties, such as coding.

**Disclaimers**

Your Web site will dispense information that people will be relying on, so it is important to have a disclaimer on the site that disavows any warranties of accuracy or completeness. The disclaimers should be prominently placed and, in certain cases, require users to accept them in order to proceed. If you are going to be linked to other sites, make sure you get permission to do so, and disclaim any liability for what may happen on the other site.

**Promotions**

If your company wants to use contests, games, or sweepstakes promotions on its Web site, be aware that strict rules apply to such promotions. First, the promotions must be games of skills, not chance, so as not to be

considered gambling. Check with your state; each has its own rules and some impose fees or require advance permission to run this type of promotion.

**Web Content**

A company's Web site is part of its public image, so it is important to maintain strict control over the operational quality and content on the site. An out-of-date or slow Web site does a company's business more harm than good. Also, a company should periodically monitor any links to outside Web sites. These can be viewed as an extension of the company's image.

**Insurance**

Check with your company's insurance provider to see if the company is covered for damages and legal costs that might be incurred because of material put on the Internet. Many carriers have errors-and-omissions, libel, and copyright insurance for publishers and users of the Internet.

*Reprinted from Business Insights, volume 4, issue 10 with permission from Michael L. Cox & Associates. The firm is located in Montclair at 5050 Palo Verde, Suite 213. The phone number is (909) 482-4374 and the Web address is www.mlccpa.com.*

## CSUSB Provides Adult Travelers an Education While Sightseeing

Study tour travelers from California State University, San Bernardino (CSUSB) are finding themselves in fine company these days. A recent article in the *New York Times* notes that each year "tens of thousands" of mature adults are taking tours that allow them to learn and live a culture, not just visit it. These "far-flung studies," as the *Times* calls them, offer an opportunity that may have been long delayed—that is, to study abroad, just as their children or grandchildren may have done.

The College of Extended Learning at CSUSB is a member of the Travelearn network of 300 universities and colleges in the United States, which join together to offer educational tours for adults to 18 countries worldwide. Tours to China, Indonesia, Egypt, Morocco, Ireland,

Greece, Turkey, and many other countries are offered periodically throughout the year. Costs range from \$2,000 to \$5,000 for these "luxury field trips with the best teachers you've ever had," as professor, Ed Williams, founder of Travelearn, describes them.

The average size of each tour is 14 people, providing individualized attention and ample opportunity for flexibility in traveling. On-site lectures, seminars and field experiences provided by faculty escorts and in-country specialists, together with "people-to-people" contact, foster an insight and understanding of foreign cultures not available on more conventional tours.

For further information about the College of Extended Learning's travel-study tours, call (909) 880-5978.

## Casual Dress Code Often Causes Confusion

by Andrea Hanstein, AppleOne Employment Services

As the 1990s dawned and the dot — com era began, companies around the globe scrambled to keep up with their technology counterparts and clients alike. Employees were first allowed to dress down on Fridays, but soon revamped, and more casual dress codes began appearing in companies, both large and small. Although these contemporary dress codes were intended to simplify life, they inadvertently created quite a large corporate headache.

The word casual can be far too subjective. One employee may interpret casual as a sport rather than suit jacket, while another shows up to work in denim shorts and a tank top. The question now becomes, what exactly does casual dress entail? Many companies bring in consultants to deem what constitutes appropriate decorum, and others conduct casual dress

seminars complete with models donning proper attire.

However, most of the confusion surrounding casual dress codes can be avoided before outside help is needed. Company executives and human resources departments that delineate and enforce specific written guidelines from the outset of employment, head off potential problems. The Society of Human Resources Management reports that more than 42 percent of American businesses allow everyday casual dress, yet less than half employ any sort of written code.

It isn't difficult to come up with a formal dress code. First, state that although management wishes its employees to be comfortable, a professional workplace must be maintained. Next, specifically mention prohibited items of clothing and any general dress guidelines. Body piercings, jewelry, and tattoos should also be included in this section. If you feel tank tops or shirts without buttons are not appropriate,

put it down. Don't go overboard though —these are guidelines, not rules.

Every employee should be given a copy of the revised code and prospective hires should be made aware of it upon hiring. Some companies also find it helpful to hold an informal meeting to discuss the content and make sure everyone understands the guidelines.

When meeting with a client, however, the rules change. As a general rule of thumb, clients set the tone of the meeting and therefore the dress code. If they feel comfortable in a suit, pull your pin-stripes out of the closet. But as was mentioned earlier, some are at home in jeans and a polo shirt, in which case you should be too. As always, being tactful and preparing ahead of time are the best weapons against a "dress clash." Follow the client's rules and always keep a suit on hand—just in case.

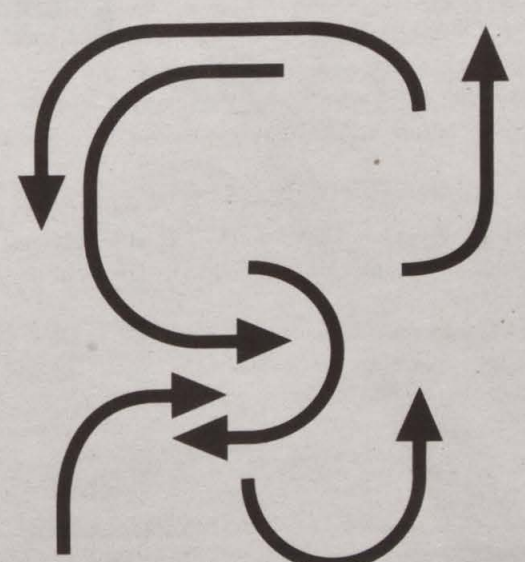
The same is generally true for interviews, too. Applicants should

dress professionally for the interview, unless specifically told otherwise. However, if the person conducting the interview prefers to dress casually, the applicant should be notified ahead of time. Do not be annoyed or alarmed if a prospective hire inquires about proper dress—it shows he/she is mindful of his/her appearance and wants to make a good impression.

All in all, the most important thing to remember is: How you dress impacts how you are perceived in the workplace. A presentable, well-dressed employee sends a message to others that he/she is ready for the workday ahead.

*AppleOne is the largest privately held employment service in the world. With more than 250 offices throughout North America, AppleOne has achieved more than one million career results. For a free consultation, call (800) 564-5644 or visit them on the Web at [www.appleone.com](http://www.appleone.com).*

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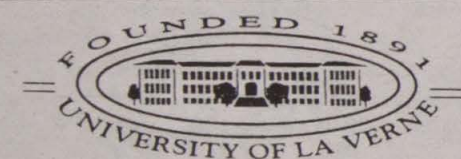
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## Bank Rating...

continued from page 3

tions, profitability, historical trends, loan delinquencies, repossessed assets, reserves, regulatory compliance and asset quality.

"Each report of a specific bank must gel with the previous one. If there is a significant difference, it is flagged and personally evaluated," said Paul Bauer, president of Bauer Financial. At least 400-500 banks are questioned per report to see why there is a discrepancy.

Approximately 10,000 banks and 10,000 credit unions are rated. Bauer has been providing ratings since 1982 and for public consumption for the past 12 years. Although it isn't the only one to have a ratings Website, it is the only one that provides it for free with 3,644 hyper-links to bank Websites.

### The Findley Reports Inc.

All commercial banks and thrifts and loans in California are evaluated on their past performance annually. Criteria includes: growth (assets, deposits, loans), net operating income (average total), loan charge off (how much they've written off) below .08 percent, and equity return. Those rated must meet all four criteria and receive a rating of "premier performer," "super premier," and "commendable."

Findley Reports is related to Gerald Findley Inc., which rates using the letter scale based on expected future performances of those institutions. California public entities are required to have the GFI rating on the financial institution where they deposit their money.

### Sheshunoff Information Services

These ratings are based on capital adequacy, asset quality, earnings and liquidity. An Oracle database is used to calculate the four ratios times various weights to get a raw score. The raw score sets a standard place on a table from 0-99. The rating is available in three categories — national, regional and peer groups based on asset sizes for comparisons.

Approximately 9,060 banks, 1,100 savings and loans, 1,610 holding companies, and 10,755

credit unions are rated each quarter. The majority of these institutions file in June and December.

"Using the four criteria people can determine whether a bank is consistently doing well or not. Other rating companies use an in-depth analysis looking at every aspect of an institution. Ours is more general and can be used as a basic guideline," said Nicola Copeland, Sheshunoff financial analyst.

### Sandler O'Neill

Sandler O'Neill rates primarily private and institutional clients a minimum of three times quarterly to project earnings. Several factors are evaluated including; profitability, financial, deposit, strength, portfolio, composition, trends, franchise and capital management. Analysts meet one-on-one with management to get a sense of propensity of risks and shareholder friendliness.

Fewer than 200 clients are rated. The objective of the rating is strictly for marketing stock, not bank safety. Therefore, the rating scale is not defined and the rate is used for competitive stock exchange in the New York Stock Exchange and NASDAQ.

### Weiss Rating Inc.

Issues safety ratings on more than 16,000 financial institutions, including; banks and thrifts, securities brokers, insurers and HMOs. Also rates the risk-adjusted performance of more than 10,000 stock, bond and money market mutual funds. A letter scale is used — A= excellent, B= good, C= fair, D= weak, E= very weak, and F= failed.

According to David Lackey, president of Weiss, the agency rates the institutions quarterly, using five indexes (capital, asset quality, profit, liquidity, and stability). Hundreds of ratios are combined for an overall rating.

Weiss is the only major rating agency that does not receive compensation from the companies it rates. Revenues are strictly derived from product sales such as; verbal phone ratings, personal safety briefs, in-depth personal safety reports, and directories listing all rated companies.

## Faces in Business



### Andrea Carter

Account Executive, Kiner/Goodsell

Kiner/Goodsell Advertising hired Andrea Carter as account executive for client services. Responsible for all client work, including: advertising, strategic marketing, planning, copy writing, and special events, Carter brings more than seven years of experience to the agency.

Carter joined Kiner/Goodsell from Minneapolis-based Maccabee Group Inc., where

she was account manager for such national brands as General Mills, Nextel and Coldwell Banker. She has extensive experience in marketing as well as public and media relations in industries as diverse as: hospitality, pharmaceuticals, fitness, real estate, and cellular communications.

As the media relations manager and spokesperson for the National Bone Marrow Donor Program, Carter coordinated bone marrow segments for programs such as the "Rosie O'Donnell Show" and "Good Morning America," and placed stories in *USA Today* and *Family Circle*. She also consulted with writers for shows such as "ER" and "Chicago Hope," on story lines involving bone marrow transplants.

Carter is the recipient of several industry awards including the "Media Relations Campaign of the Year" award presented by the International Association of Business Communicators. She holds a bachelor's degree in public communications.

### John R. Cochran III

President, AllHealth

John R. Cochran III joined the Healthcare Association of Southern California (HASC) as president of AllHealth in April, 2000; it was announced by Jim Barber, HASC president and chairman of AllHealth.

His previous association leadership positions include the Healthcare Association of Southern California Hospitals and Health Facilities council board chairman and a member of the boards of AllHealth, California Healthcare Association and American Hospital Association Regional Policy.

Cochran's health care career spans 32 years and includes positions with the County of Los Angeles, Department of Health Services; Cedars-Sinai Medical Center, Verdugo Hills Hospital, UniHealth, and Catholic Healthcare West.

Cochran has extensive experience in hospitals, medical group management and health plan leadership. For four years, he was president of VertiHealth, a UniHealth subsidiary, where he was responsible for entrepreneurial business lines.

He resides in La Canada with his wife, Cathy, and two college-age sons, Bobby and Colin.



### La Juna Johnson

Vice President, Citizens Business Bank

Linn Wiley, president and chief executive officer of Citizens Business Bank, announced the appointment of La Juna Johnson to the position of vice president in the credit management division.

Johnson has more than 26 years of banking experience with extensive knowledge in credit

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## IN THE INTEREST OF WOMEN

### Marilyn Karnig Keeps on Achieving and Finding Challenges to Benefit CSUSB, Her Community and Her Family

by Diana R. Jackson

Marilyn Karnig is not your ordinary registered nurse turned marketing professional. In fact, she's at that point in life where most of us start to think about slowing down to enjoy the "finer things" in life.

But Marilyn Karnig is not your ordinary person, and as wife of the president of Cal State University San Bernardino (CSUSB), she's decided to move forward with her active role in the community and university.

Recently, for example, Karnig participated in the "Million Mom" march in Washington, D.C.; then on returning home, decided to help organize a "Million Mom" chapter in the Inland Empire.

"Our first meeting will be Aug. 23rd," says Karnig. "There are scores of people who have



Marilyn Karnig

already expressed interest. I believe the chapter will be enormously well-received."

Karnig likes making the most of her time and offers the "Million Mom" organization a lot. She holds a marketing degree from Arizona State University that she earned at age 40. Her education,

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## PROFESSIONAL WOMEN'S ORGANIZATIONS

- ☐ Professional Women's Roundtable (PWR Chapter of the National Assn. for Female Executives): Robbie Motter, Exec. Dir., 909-679-8048.
- ☐ Inland Empire National Association of Women Business Owners (IE-NAWBO): Anita Starks, President, 909-931-4441.
- ☐ Executive Women International, Inland Empire Chapter: Rebecca Sawyers, 909-799-1999.
- ☐ American Business Women's Association, San Bernardino Chapter: Patricia Heacock, 909-427-1839.
- ☐ American Business Women's Association, Redlands Chapter: Terry Brown, 909-793-1131.
- ☐ Women to Women Networking Group, Inland Empire: Patricia Heacock, 909-427-1839.
- ☐ Colton Business & Professional Women: Estella Aboytes, 909-794-3633.
- ☐ Professional Women of Redlands: Theresa Lantz, 909-796-7419.
- ☐ East Valley Professional Women's Network: Terry Brown, 909-793-1131.
- ☐ Rialto Business & Professional Women: Janetta Anderson, 909-877-0625.
- ☐ Yucaipa Christian Business & Professional Women's Council: Sharon Orr, 909-820-2080.
- ☐ Womens Referral Service: Jo A. Della Penna, 909-394-4603.
- ☐ Financial Women International, Inland Empire Group: Lynn Smith, 909-476-7999.

Information was provided by "For You Magazine."

### Impressions Gourmet Catering Offers a Fresh Perspective on Food

by Erin Bradford

Sumptuous cuisine, served in an ambiance of warm hospitality, is the specialty at Impressions Gourmet Catering, located in Ontario. Sandra Forney, founder and owner of the company, has been working in the food business since she was eight years old, and knows the business like the back of her hand.

Founded in 1983, Impressions Gourmet Catering was Forney's successful attempt to start her own catering company after working for a number of catering businesses and restaurants. The company prides itself on its unsurpassed quality, creativity and expertise. One of the best aspects for Forney is that she can "take a customer's small idea, and then create something wonderful."

Sandra Forney has many years of experience in the food business, starting at age eight, when she helped her parents operate a successful resort in the San Jacinto Mountains. From there, she learned the business from the ground up.

While she attended California State University at Fullerton, she also managed the Gaslight Broiler restaurant in Newport Beach, handling its cash audits and control, personnel administration, product procurement, and scheduling. She also served as a hostess and waited tables.

After graduating with a degree in anthropology, Forney took a position with Park Avenue Catering in Orange County, where she managed and directed the organization's restaurants, gourmet catering service and outdoor recreational facility. In addition, she oversaw the 5,000-person boat race events and golf tournaments.

Forney utilized her education in the field of anthropology by striving for authenticity in the preparation of international cuisine. She traveled throughout Asia, Europe, Scandinavia, Central America, South America, Mexico, and the Hawaiian Islands in her quest. For events that require an ethnic theme, she not only prepares authentic food, but also includes props, costumes, and deco-



Sandra Forney

rations for the room and the servers. She says that she tries to "create something new every time."

Impressions caters all sorts of events, from daily corporate lunches to large gala events. Forney's largest event took place in 1991, for the Irwindale-based Aerojet Company's Family Day. There were more than 7,000 guests to be fed, and the luncheon took place in a large outdoor area that had to be divided into four quadrants. The company had golf carts moving between the quadrants in order to avoid problems and to enable communication from one section to the next. In addition, the venue was under top security, forcing all 56 servers to obtain security clearances.

Forney's staff is comprised of five people in the office, and 10 to 12 people in the kitchen and warehouse. There are also numerous part-time workers who are contracted out to help with the large events. The head chef of the company has been with Impressions for 11 years; Forney believes that the employees' loyalty to the company speaks volumes about the sort of business that Impressions Gourmet Catering is. Forney stresses that the staff "cares not only about customers, but also about each other ... everyone has an input."

In addition to the work that she does with Impressions, Sandra Forney is also a very active member of the Inland Empire community. She has been widely recognized for her contributions to the groups with

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# Environmental Companies Serving the Inland Empire

Listed Alphabetically

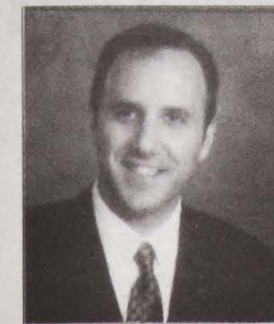
continued on Page 30

Company Name Address City/State	Billings (\$millions) 1999	Regional Breakdown % or \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax E-Mail Address
<b>Agra Earth &amp; Environmental</b> 4201 Santa Ana St. Ontario, CA 91761	\$8.3	25% 60% 15%	1954 Anaheim 100	Due Diligence, Asbestos & Lead Surveys, Environmental Construction, Soil & Groundwater Assessments	Retail Chains, Commercial & Industrial Developers, Fiber Optic & Cell Phone Providers, City & County Agencies	<b>Stan White</b> Env. Manager (909) 605-6500/605-6501 swhite@agraus.com
<b>ALLWEST Geoscience, Inc.</b> 1210 N. Barsten Way Anaheim, CA 92806-1822	\$1	15% 80% 5%	1992 Anaheim 13	Geotechnical Engineering Environmental Assessment Materials Testing, Surveying	Developers Commercial Cities, State & Federal Agencies	<b>Gene Farnsworth</b> President (714) 238-9255/238-1105
<b>Alton Geoscience</b> 25-A Technology Dr. Irvine, CA 92618	\$8	25% 60% 15%	1981 Irvine 85	Environmental Consulting Remediation Contracting Environmental Construction	Major Oil Companies Aerospace, Municipalities Local Govt. Agencies	<b>William T. Hunt</b> President/CEO (949) 753-0101/753-0111
<b>Aerial Information Systems, Inc.</b> 112 First St. Redlands, CA 92373	\$2.2		1975 <b>**Redlands</b> 30	Geographic Information, Data Base Creation, Automation, ANA Analysis	Government, Cities, Utility Companies, Private Consulting Firms	<b>Toshie Harnden</b> President (909)793-9493/798-4430 aisgis.com
<b>Applied Planning, Inc.</b> 2151 E. Convention Ctr. Way, #122 Ontario, CA 91764	\$1.2	0% 0% 100%	1997 <b>**Ontario</b> 7	Environmental Documentation, Entitlement, Cultural & Biological Resource Management	Public Agencies, Developers	<b>Ross Geller</b> Principal (909) 937-0333/937-0341 rgeller@appliedplanning.com
<b>AVES/ATC</b> 50 E. Foothill Blvd. Arcadia, CA 91006	\$4	50% 25% 25%	1984 Arcadia 60	Air, Soil, Water	All Categories	<b>Keith Farrell</b> Branch Manager (626) 447-5216/447-7593 farrell52@atc-enviro.com
<b>Blakely Environmental Investigations, Inc.</b> P.O. Box 339 Wrightwood, CA 92397	\$1.5	30% 25% 20% 25% (N. Cal.)	1995 <b>**Wrightwood</b> 8	Underground Storage Tank Investigations, Groundwater & Soil Remediations, Phase I, II, III, Neutron Thermalization Logging	Government, Private Tank/ Gasoline Station Owners	<b>Hiram Garcia</b> Vice President (760) 249-5498/249-1016 hdg@blakelyenv.com
<b>Brickley Environmental</b> 957 W. Reece St. San Bernardino, CA 92411	\$4.2	5% 5% 75%	1982 <b>**San Bernardino</b> 30	Indoor Air Quality, Asbestos/Lead Abatement	Government, Municipal, Commercial Industrial/Residential	<b>Tom Brickley</b> V.P./General Manager (909) 888-2010/381-3433
<b>Bryan A. Stirrat &amp; Associates</b> 1360 Valley Vista Dr. Diamond Bar, CA 91765	\$10	5% 30% 45% 20% (other)	1984 Diamond Bar 56	Solid Waste Management, Site Characterization, Remediation, Closure, Monitoring, Geo Technical Regulatory Permitting	Public & Private Waste Mgmt. Agencies Manufacturing Firms Financial Institutions Legal Firms	<b>Bryan A. Stirrat</b> President (909) 860-7777/860-8017
<b>Camp Dresser &amp; McKee, Inc.</b> 2920 Inland Empire Blvd., Ste 108 Ontario, CA 91764	\$4.6	60% 10% 30%	1947 Cambridge, Mass. 3,000	Water, Waste Water, Solid Waste Environmental Management	Local Government Industry State/Federal Govt.	<b>Jeffrey Endicott</b> Principal (909) 945-3000/945-1333 leerm@cdm.com
<b>Carnot</b> 15991 Red Hill Ave., Ste. 110 Tustin, CA 92780-7388	\$9	65% 25% 10%	1990 Tustin 63	Air Quality, Continuous Emission Monitoring System Engineering, Air Toxics, Emissions Testing	Utilities, Industrial Companies, Research Institutions, Independent Power Producers	<b>Barry McDonald</b> President (714) 259-9520/(949) 240-3819
<b>Chambers Group, Inc.</b> 302 Brookside Ave., Ste. D Redlands, CA 92373	WND	na	1978 Irvine 48	CEQA/NEPA Compliance, Biological Resources, Marine & Aquatic Sciences, Cultural Resources, Regulatory Compliance, GIS	Developers, Attorneys, Military, Cities, State & Federal Agencies A/E Firms, Private Industry	<b>Sherman U. Smith</b> President/CEO (949) 261-5414/261-8950 kkondor@chambersgroupinc.com
<b>C.H.J., Incorporated</b> 1355 E. Cooley Dr. Colton, CA 92324	\$3.8	15% 5% 80%	1964 <b>**Colton</b> 46	Environmental Phase I & II Assessments, Geotechnical Engineering, Geology, Construction Inspection and Testing	Lending Institutions, Private Developers, Government Agencies	<b>John L. Riddell, P.E.</b> President (909) 824-7210/824-7209 chjinc@earthlink.com
<b>Converse Consultants</b> 10391 Corporate Dr. Redlands, CA 92374	\$25	50% 20% 20% 10% (San Diego)	1926 Pasadena 324	Environmental Geotechnical Engineering, Site Investigation, Remediation, Asbestos, Air Quality, Geological & Hydrogeological Studies, Soils & Materials Testing	Commercial/Industrial/ Residential Financial Institutions Local State and Federal Agencies	<b>Hashmi Quazi</b> Principal-in-Charge (909) 796-0544/796-7675
<b>Daily Safety and Environmental Services</b> 36810 Camarillo Ave. Barstow, CA 92311	WND	0 0 100%	2000 <b>**Barstow</b> N/A	Env. Mgmt. Syst. (ISO 14000), Occupational Safety (OSHA), Env. Compliance (EPA), Safety Mgmt. Syst. (OSHA 18001), Consulting, Auditing, Implementation, Training	WND	<b>Randall Daily</b> REA, REP, E-PA (800) 482-2975/(760) 252-7873 rdaily@aol.com
<b>Earth Systems Southwest</b> 79-811B Country Club Dr. Bermuda Dunes, CA 92201	WND	0 0 100%	1969 <b>**Bermuda Dunes</b> 18	Soil, Groundwater Investigation, Remediation Property Transfer Assessment Underground Storage Tanks	Oil Companies Commercial, Industrial Local Government	<b>Craig S. Hill</b> President (760) 345-1588/345-7315
<b>Earth Tech, Inc.</b> 1461 Cooley Dr., Ste. 100 Colton, CA 92324	\$870	na	1970 Long Beach 7,000	Environmental Studies/Remediation Hazardous Waste Management, Ordnance Services, Water/Wastewater Transportation, Construction Management	Department of Defense Utilities Commercial Industries	<b>Sandra Cuttino</b> Sr. Vice President (909) 424-1919/424-1924
<b>EBA Wastechnologies</b> 225 W. Hospitality Ln., Ste. 200 San Bernardino, CA 92408	\$1.8	5% 0 20% 75% (Central CA)	1979 Santa Rosa 14	Solid Waste, Groundwater & Soil Remediation, Monitoring, Regulatory Compliance	Local Government, Financial & Insurance Institutions, Private Industry	<b>Dale Solheim, P.E.</b> V.P./Chief Engineer (909) 890-0432 dsolheim@ebawaste.com
<b>EIP Associates</b> 11601 Wilshire Blvd., Ste. 1440 Los Angeles, CA 90025	\$1.6	60% 30% 10%	1968 San Francisco 75	Environmental Documentation, Planning, Resources Management	Local Governments, Law Firms, Private Industry	<b>Terri Vitar</b> Regional Manager (310) 268-8132/268-8175 tvitar@eipassociates.com
<b>EMCON</b> 732 East Carnegie Drive, Suite 125 San Bernardino, CA 92408	\$10.6	\$5.9 \$3.5 \$1.2	1971 San Mateo 1,200	Solid Waste Management Underground Storage Tanks Recycling	Cities & Counties Transportation Private	<b>Mike Dean</b> Dir., Solid Waste Services (818) 841-1160/846-9280

\*\* = Headquartered in the Inland Empire N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss Copyright 2000 Inland Empire Business Journal.

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## I.E. PEOPLE



### Steve Goldman

General Manager, Ontario Airport Marriott

Steve Goldman, general manager of the Ontario Airport Marriott Hotel, never planned to become heavily involved in the hotel business. In fact, he took his first Marriott job simply as a summer job in New York while he was attending college. However, after he graduated, he found himself back in the hotel business, enjoying himself thoroughly.

Goldman graduated from Syracuse University in New York with a major in business administration. He went back to the Marriott in Manhattan, New York, and received a number of promotions which led the way to the position of general manager.

Goldman took a hiatus from the Marriott nine years ago, when he and a friend from college started a computer consulting company. He soon returned to the Marriott, noting that, "I got bored sitting in an office, not talking to people."

Goldman will have been at the Ontario Marriott for three years in September, and remarks that it has been a "very good experience." He has been working on renovating the lobby since the beginning of his employment there, and is extremely pleased with its progress.

After hours, Goldman spends most of his time with his wife and children. His daughter, four years old, and his son, 15 months, keep him pretty busy!

## Joel Dortch

Happy Trails Executive Director

Who ever gets to meet his or her childhood hero? As a lifelong fan of Roy Rogers, Joel Dortch has. While volunteering for his favorite community event, End of Trail, a cowboy action shooting and wild west jubilee, Dortch met Roy Rogers Jr. As a 10-year volunteer, Dortch is the director of entertainment and produces the wild west show in which Roy Rogers Jr's band performs.

As a result of his friendship with Roy Rogers Jr., Dortch met his hero and was introduced to Happy Trails Children's Foundation, an organization that provides care and services for abused children throughout Southern California. Formerly known as the Victorville Valley Abuse Task Force started in 1982 by concerned citizens, the organization received support from Roy Rogers and Dale Evans. As a reflection of their growing interest, the name was changed in 1991. Dortch became executive director of the foundation in 1997.

Although Dortch has worked in various businesses, including: marketing, sales, accounting, and most recently business manager at a skilled nursing facility, he has always been involved in charitable organizations. His fondest memory of fund-raising is of a school fund-raiser in his hometown of Alabama, Ga. The then sixth-grader, sold 100 dozen Krispy Kreme doughnuts.

"There are 40 acres of land here," he said. "My job is to raise funds to develop and expand the Cooper Home in Apple Valley. This is expected to cost about \$10 million and take 10 years to complete."

The home provides 24-hour care for abused boys 11-15 years of age, and serves 40 boys for an 18-month period. There is a waiting list to get in, but with the expansion, there will be accommodations for 120 boys.

When not working on attaining grants or organizing special events, Dortch enjoys watching western movies, horseback riding and anything to do with the "Old West." He is the father of two and is proud of his 34-year marriage to his wife, Donna.

If interested in donating, checks payable to "Happy Trails Children's Foundation" can be mailed to 10755 Apple Valley Road, Apple Valley, CA 92308. To learn more about donating or the foundation, call (760) 240-3330.



## Impressions...

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which she is involved, and continually endorses community-related organizations and functions.

Impressions entered into an exclusive agreement with the Pierre Biane Winery in Rancho Cucamonga in 1992, to provide catering for what was at one time the retail store located inside the grounds of the winery. The "Wine Store" had never been utilized for the purpose of banquets. It was a startup operation and an exciting new venture for Impressions Catering.

Impressions purchased tables, chairs, and installed a dance floor, providing a complete package for their customers. Lattice panels for the walls, grapevine garlands and ficus trees draped with Tivoli lights were added to give warmth and charm. Today, the Wine Store is considered to be one of the finest historical banquet facilities in the Inland Empire.

In April, 2000, Impressions

Catering entered into an agreement with the City of Upland to provide exclusive service for the Andrew Carnegie Cultural Center. The elegant 1913 style interior provides a beautiful venue for wedding receptions, fund-raisers, cocktail and dinner parties. The Carnegie comes equipped with an automatic overhead screen, PA system, podium and Internet hook-ups—making this a unique facility perfect for any special event and also ideal for meetings, conferences, seminars and training sessions.

Today, Impressions Gourmet Catering is recognized in the surrounding communities as a professional, well-established and reliable business. The office is open five days a week and the kitchen seven days. Impressions also employs corporate account specialists and special event planners to assist in every detail.

Impressions Gourmet Catering is located at 1719 South Grove Ave., Unit C, Ontario, CA 91761. For more information, please call (909) 923-8030 or fax (909) 923-8620.

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# Substance Abuse Programs in the Inland Empire

Ranked by Number of Professional Staff

continued on Page 36

Name Address City, State, Zip	# of Professional Staff	# of Persons/ Patients Served 1999	Treatment: Alcohol Drug	Adolescent Program Group Sessions Family Counseling	Other Services	Top Local Executive Title Phone/Fax E-Mail Address
1. <b>Loma Linda University Behavioral Medicine Center</b> 1710 Barton Rd. Redlands, CA 92373	100	750+	Yes Yes	Yes Yes Yes	Acute Psychiatric Hospital, Intensive Outpatient Chemical Dependency & Psychiatric	<b>Art Earll</b> Recovery Services Director (909) 793-9333/335-4262 aeartll@ahs.llumc.edu
2. <b>Betty Ford Center</b> 39000 Bob Hope Dr. Rancho Mirage, CA 92270	100	2,800	Yes Yes	Yes Yes Yes		<b>John Schwarzlose</b> President/CEO (760) 773-4100/773-4141 bettyfordcenter.org
3. <b>American Recovery Center</b> 2180 W. Valley Blvd. Pomona, CA 91768	85	1,181	Yes Yes	No Yes Yes	12-step Support Groups, Pomona Drug Court, Single Parents w/Children, General Relief, Calworks Day Treatment	<b>J.K. Elliot</b> Administrator (909) 865-2336/865-1831 bbs-inc.org
4. <b>Cedar House Rehabilitation Center</b> 18612 Santa Ana Ave. Bloomington, CA 92316	74	2,292	Yes Yes	Yes Yes Yes	Dual Diagnosis, Women w/Children, Sober Living, Transitional Housing	<b>William Helring</b> Chief Executive Officer (909) 421-7120/421-7128 ruggerix2@aol.com
5. <b>Inland Behavioral and Health Services, Inc.</b> 1963 N. "E" St. San Bernardino, CA 92405	42	1,789	Yes Yes	Yes Yes Yes	Community Based Prevention, Outreach, Primary Health Care, Outpatient & Drug Treatment, Homeless, Prenatal	<b>Temetry A. Lindsey</b> President/CEO (909) 881-6146/881-0111
6. <b>Oak Grove Institute</b> 24275 Jefferson Ave. Murrieta, CA 92562	31	147	Yes Yes	Yes Yes Yes	Residential Treatment, School for Severely Emotionally Disturbed (SED) Children & Adolescents	<b>Thomas C. Lester, MD</b> Exec. Medical Director (909) 677-5599/698-0461 info@oakgroveinstitute.com
7. <b>Riverside Recovery Resources</b> 3757 Elizabeth St. Riverside, CA 92506	26	400	Yes Yes	No Yes Yes	Residential Detox for Men, Women w/Children Non Residential Primary Programs, Outreach for Schools, Employee Assistance	<b>Jack Ketsdever</b> Executive Director (909) 788-8211/788-4803 j.ketsdever@aol.com
8. <b>Inland Valley Drug &amp; Alcohol Rec. Service</b> 916 N. Mountain Ave., Ste. A Upland, CA 91786	25	9,075	Yes Yes	Yes Yes Yes	Sober Living, Detox, Men & Women w/Children Residential, Court Referred DUI & Anger Mgmt. Programs, Parenting Program, Job Retention Services	<b>Robin Aaron</b> Executive Director (909) 932-1069/932-1087 ivdaars@primenet.com
9. <b>Youth Service Center</b> 3847 Terracina Dr. Riverside, CA 92506	18	1,491	Yes Yes	Yes Yes Yes	School/Community, Gang Violence Prevention & Intervention; Child Abuse, Other Outpatient Treatment Services, Child Care Center, Parenting Program	<b>Harry Freedman</b> Executive Director (909) 683-5193/683-6019
10. <b>WCHS, Inc. dba IHS-Riverside</b> 1021 W. La Cadena Dr. Riverside, CA 92501	18	1,500	No Yes	No No No	Drug Testing, HIV Testing, Counseling	<b>Connie Wilhite</b> Clinic Director (909) 784-8010/784-2859
11. <b>WCHS, Inc. dba IHS-Montclair</b> 4761 Arrow Hwy. Montclair, CA 91763	14	500	No Yes (Methadone)	No No No	Drug Testing, HIV Testing	<b>Paul Quillerte</b> Clinic Manager (909) 625-3818/399-3147
12. <b>The Ranch</b> 7885 Annandale Ave. Desert Hot Springs, CA 92240	12	750	Yes Yes	No Yes No	5-7 Day Alcohol & Drug Detoxification, State Licensed & Certified, 60 - 90 Day Residential Program	<b>Rick Mesa</b> Executive Director (760) 329-2924/329-0169 (Men) (760) 329-2959/329-2953 (Women) www.desertrehabservices.org
13. <b>Casa Blanca Home of Neighborly Service</b> 8680 Casa Blanca St. Riverside, CA 92504	11	180	N/A	N/A	Prevention Program Using Afterschool Format Including Workshops Teaching Substance Abuse Prevention Skills	<b>Al Kovar</b> Executive Director (909) 688-3043/688-3286
14. <b>Matrix Institute</b> 9375 Archibald Ave., #204 Rancho Cucamonga, CA 91730	10	200	Yes Yes	Yes Yes Yes		<b>Paul Brethen</b> Adm. Director (909) 989-9724/989-0249
15. <b>Teen Challenge of Southern California, Inc.</b> P.O. Box 5039 Riverside, CA 92517	10	33,695	Yes Yes	No Yes No	Prevention Programs to Youth	<b>Dennis Griffith</b> Executive Director (909) 682-8990/682-3754
16. <b>Hacienda Valdez</b> 12890 Quinta Way Desert Hot Springs, CA 92240	9	300+	Yes Yes	No Yes No	Women's Transitional Living, 1-on-1 Counseling, Relapse Prevention, Smoking Cessation, 12-step Spiritual Counseling, Anger Management, Detox Primary Treatment	<b>Rick Mesa</b> Executive Director (760) 329-8434/329-2953

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## BUSINESS

### ADVERTORIAL

# San Bernardino County Helps Businesses "Do Business"

The county of San Bernardino has stepped up efforts to better assist businesses to "do business" within the county. Implemented on July 1, 2000, the county restructured, bringing all business-related departments under a single agency. The new agency consists of the Jobs & Employment Services Department, Economic Development, and Land Use Services and Redevelopment. Viewed by county supervisors and administrators as a move to enhance the economy in the long term, it promotes economic and community development through the integration of a variety of business programs and related free services.

Businesses interested in relocating or expansion will enjoy increased levels of assistance with business loans, tax credits, the permitting process, employee recruitment and training needs. Plans are underway to provide training to specially selected staff from these departments, making them "business generalists." What this means to business owners is less time, effort and

energy spent in finding needed capital, a well-trained labor force and the necessary permits to get things "up and running." The county of San Bernardino has made this major shift to become more business-friendly in hopes of drawing new businesses in, as well as keeping existing business owners happy with increased opportunities to expand their operations.

With its extensive air, rail and highway systems, the county of San Bernardino describes itself as the "Gateway to Southern California." The new Ontario International Airport acts as a hub in the county's west end for air shipments. Traversing the county are major rail and highway routes making it perfectly accessible for the traveler, as well as transporting and receiving goods. Highly appealing are lower land costs and state designated Enterprise and Foreign Trade Zones. Financing is available for land or building acquisition, equipment and working capital.

Key to any business success is a high quality labor force. The county

offers free employment services such as on-the-job training programs, individualized job development services, including pre-screening and recruiting to the employers' specifications. These run from a one- to two-position recruitment upwards to mass hire situations. Some employers may realize further savings with tax credits.

Quality of life is important to employers interested in drawing in professional and technical level employees and keeping them. The county of San Bernardino boasts an outstanding school system that starts with grades K through 12 and goes up to a number of community colleges and several major four-year universities. Additionally, housing is affordable.

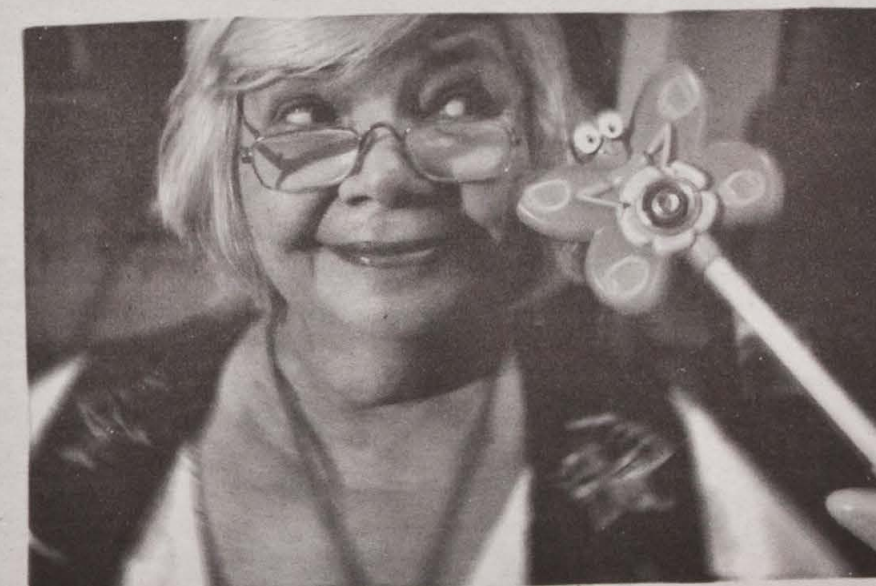
Recreational offerings include winter mountain skiing, beautiful regional parks, the Santa Ana River Trail for horseback riding and hiking and much more. New to the area is the California Speedway, a NASCAR raceway. Further, cultural offerings abound with the Blockbuster

Amphitheater, San Bernardino Civic Light Opera, County of San Bernardino Museums, Lincoln Shrine, Redlands Symphony Orchestra and Redlands Bowl. The new Ontario Mills Mall draws well in excess of one million visitors a year to its outlet stores and entertainment venues.

With its business friendly atmosphere and expanded business assistance offerings, highly qualified labor force, reasonable land and housing, and outstanding quality of life, the county of San Bernardino is the perfect location for business to be able to "do business." Importantly, the county realizes that in order to attract and retain business, a necessity for a continued strong and vibrant economy, it must be fully committed to supporting the efforts of the business community through its programs and services.

For more information, contact the County of San Bernardino Jobs & Employment Services Department at 1-800-451-JOBS.

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Pat Wilson, Fairy Godmother

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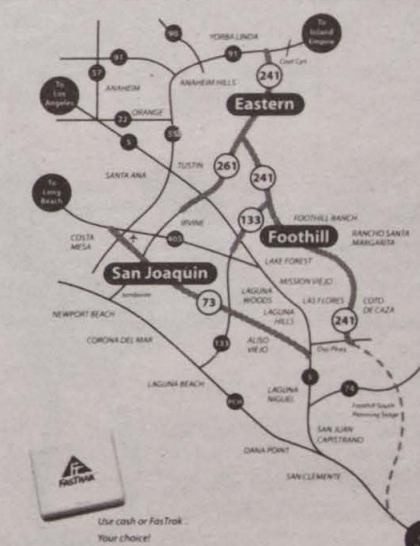
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# Environmental Companies Serving the Inland Empire

continued from Page 26

Listed Alphabetically

continued on Page 32

Company Name Address City/State	Billings (\$millions) 1999	Regional Breakdown % or \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax E-Mail Address
<b>ENSR Consulting and Engineering</b> 17952 Sky Park Circle, Suite E Irvine, CA 92614	\$150	na \$3 na	1964 Acton, MA 1,150	Environmental Mgmt., Haz. Waste Mgmt. Remediation Sys. Dsgn. & Installation Auditing Permitting	Law Firms Financial Institutions Manufacturing, Aerospace	<b>Jerome R. Zimmerle, P.E.</b> Dept. Manager (949) 752-0403/752-9428
<b>Environmental Engineering Concepts Inc.</b> 1229 S. Gene Autry Trail Palm Springs, CA 92264	\$3	2.5% 2.5% 5%	1991 **Palm Springs 20	Industrial Cooling and Humidification, Odor & Dust Control, A/C Pre-Cooling	Major National & International Manufacturing Corporations	<b>Eric Watson</b> CEO (760) 322-1111/322-4341 sales@microcool.com
<b>E.S. Babcock &amp; Sons, Inc.</b> 6100 Quail Valley Court Riverside, CA 92507	\$3.8	0 0 100%	1906 **Riverside 40	Drinking Water Analysis Waste Water Analysis Ground Water Analysis Hazardous Waste Analysis	Industries City Departments Municipalities Waste Water Treatment Plants	<b>Allison Mackenzie</b> V.P./ General Manager (909) 653-3351/653-1662
<b>Foster Wheeler Environmental Corp.</b> 611 Anton Blvd., Ste. 800 Costa Mesa, CA 92626	\$36	75% 15% 10%	1891 New Jersey 1,800	Site Investigation, Remedial Design Remedial Construction Risk Assessment	Industrial/Commercial, Legal, U.S. Navy, DOD, JPL, Aerospace, Petro-Chemical, Utilities	<b>Robert F. Kalchthaler Jr.</b> S. Cal. Operations Mgr. (714) 444-5546/444-5560
<b>Geo-Cal, Inc.</b> 4370 Hallmark Dr., Ste. 101 San Bernardino, CA 92407	\$7	60% 5% 35%	1992 **San Bernardino 6	Environmental Engineering (Phase I, Phase II, Remediation), Geotechnical & Civil Engineering	Local Governments, Public Agencies, Legal Firms, Financial Institutions, Private Businesses	<b>Ileana Viscal</b> President (909) 880-1146/880-1557
<b>GeoEngineering, Inc.</b> 5206 Benito St., Ste. 112 Montclair, CA 91763	WND		1996 Tampa, FL 3	Environmental Consulting/Site Assessment, Contamination Assessment, Tank Removal & Closure, Soil & Groundwater Cleanup	Private Petroleum Industry Banks	<b>Adel Blassy</b> President (909) 482-0366/482-1058 geoengineering@aol.com
<b>Geo Sec, Inc.</b> 237 S. Waterman Ave. San Bernardino, CA 91763	\$1+	10% 10% 80%	1985 **San Bernardino 20	Environmental Engineering, Remediation, Phase I & II Site Assessments, Environmental & Geotechnical Drilling Services	All Local, Municipal, County & State Agencies, Private & Corporate Sectors	<b>Donald R. Chance</b> Principle (909) 885-7072/885-7037 geosecinc@aol.com
<b>GEOTEST</b> 3960 Gilman Long Beach, CA 90815	\$2	60% 30% 10%	1985 Long Beach 25	CA State Certified Mobile Labs. CA State Certified In-House Labs. Full Service	Oil Companies Local, State & Federal Governments, Bnkg/Legal	<b>Cheryl K. Mooradian</b> President (562) 498-9515/597-0786
<b>Gradient Engineering, Inc.</b> 17781 Cowan, Ste. 140 Irvine, CA 92614	\$1.5	25% 50% 25%	1997 Irvine 22	Remediation Technologies/Construction Environmental Services Construction Mats Testing	Private Developers State-City Agencies Transportation Agencies Oil-Mfg. Industries	<b>Dale Bodman, P.E.</b> President (949) 477-0555/250-1114 gradient@gradient-eng.com
<b>Hazpak, Inc.</b> 9980 Cherry Ave. Fontana, CA 92335	\$5.5	25% 25% 50%	1991 **Fontana 30	24-Hour Emergency Response, Transportation, Lab Packing, General A Haz-Substance Removal Contractor	Private Industry, Government Municipal	<b>Francis Passarelli</b> CEO (800) 326-1011/(909) 822-7552
<b>Inland Foundation Engineering, Inc.</b> 1310 S. Santa Fe Ave. San Jacinto, CA 92583	WND	0 5% 95%	1978 **San Jacinto 18	Geotechnical Engineering, Environmental Assessment, Soils & Materials Testing	Private Sector, Local, Municipal & County Agencies	<b>Lawrence Strahm</b> President (909) 654-1555/654-0551 larry@pe.net
<b>Ipec Global, Inc.</b> 1047 E. Acacia Ontario, CA 91761	WND	32% 33% 25% 10% (other)	na **Ontario 9	Phase I & II Site Assessments, Permitting	Financial Institutions, Commercial Real Estate	<b>Ken Emilio</b> President (909) 930-0999/930-0900
<b>IT Corporation</b> 1425 S. Victoria Cl., Ste. A San Bernardino, CA 92408	\$1,200	30% 20% 20%	1929* Pittsburgh, PA 7,000	Full-Service Environmental Consulting, Engineering, Remediation, Construction	Federal, State, Municipalities & Commercial	<b>Walter B. Grinyer</b> Section Manager (909) 478-1241/799-7604 wgrinyer@theitgroup.com
<b>Jorgensen Environmental</b> 10374 Trademark St. Rancho Cucamonga, CA 91730	\$6	20% 20% 30% 30% (other)	1988 **Rancho Cucamonga 35+	Regulatory Compliance, New Facilities, Engineering, Risk Assessment, Site Assessment, Permitting	Industry, Pharmaceuticals, Law Firms	<b>Daren Jorgensen</b> President (909) 483-3300/483-3306
<b>Keith Companies, The</b> 22690 Cactus Ave., Ste. 300 Moreno Valley, CA 92553	\$425	15% 50% 35%	1983 Costa Mesa 500	Civil Engineering, Environmental Surveying, Mapping, Water Resources	Private, Public	<b>Richard T. Robotta</b> President (909) 653-0234/653-5308
<b>Kleinfelder, Inc.</b> 1940 Orange Tree Ln. Redlands, CA 92374	\$101	\$6.5 \$1.6 \$5.5	1961 800	Remediation, Health Risk Assessment, Environ. Compliance, Solid Waste Mngmt., Geotech. Eng., Air Quality, Const. Matrls. Testing, Const. Mngmt., Water Resources	Local/State/Fed Govt., DOD, Transportation Agcys., Industry, Mfg., Public & Private Sector	<b>Mike Kesler</b> Regional Manager (909) 506-1488/506-1491
<b>L &amp; L Environmental Inc.</b> 1269 Pomona Rd., #102 Corona, CA 91720	WND	0 20% 80%	1993 **Corona 13	CEQA/NEPA 404/401/1603 Permitting Section 7 & 10 (HCPs), Const. Mitigation, Reveg., Monitoring, Archeo, Paleo, Biology	Public Private	<b>Leslie Irish</b> Principal in Charge (909) 279-9608/279-9609

\*\* = Headquartered in the Inland Empire N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss Copyright 2000 Inland Empire Business Journal.

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## Karnig...

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though, began much earlier while attending nursing school. Graduating from St. Lukes in Davenport, Iowa, she then spent the next 10 years working as a registered nurse.

Her career change from nursing to marketing gave her the tools to start an interior design business. Afterwards, she served as the development officer for the college of engineering at the University of Wyoming, coordinating fund-raising for all the university's colleges. Now, she has re-focused her entrepreneurial spirit and marketing background to raise funds for philanthropic organizations. She is especially dedicated to fund-raising at CSUSB, where her husband, Albert, is the current president.

"If I was to choose a cause that I hold most dear, it would have to be scholarship fund-raising," Karnig considers. "Making it possible for students to get the education they seek is very rewarding. Everyone involved in the fund-raising and selection process contributes to the education of each recipient. In this way, we make a difference for the future."

In her capacity as associate to the president for special projects at Cal State, an unpaid volunteer post, Karnig is immersed in the scholarship program.

"Chuck and Shelby Obershaw gave the lead gift of \$500,000 for scholarships," remarks Karnig. "Their generosity kicked off the university's scholarship campaign. Our fund-raising goal for this year is to raise \$1.5 million. At this point, we are about two-thirds of the way there and we are planning a fund-raiser for this fall. We will begin to make awards to student applicants, beginning with the 2000/2001 academic year."

Karnig explains that among

other scholarships Cal State has to offer, there are also the Al and Marilyn Karnig Family Scholarship and the President Albert Karnig Scholarship available to students.

As if her involvement in scholarship campaigns isn't ambitious enough, Karnig takes on positions in other philanthropic venues. She is actively involved with the Robert Fullerton Art Museum and serves as special events chair of the San Bernardino City Library Foundation. She is a member of the City of San Bernardino Fine Arts Commission and sits on the governance council for the Hillside/University Demonstration School in the San Bernardino Unified School District. And, she is a member of the San Bernardino Symphony

Board. In addition to these commitments, Karnig serves as chairman of the board for the Arrowhead United Way.

During her rare free time, Karnig likes to entertain, cook, do needlework and read. She and her husband, Al, attend university sports events, lectures, theater productions, musicals and other special events. She also finds time for her three grown sons, daughters-in-law and six grandchildren.

If anyone remains under the impression that Karnig is a woman who enjoys the finer things in life, you may be right. It's just not the typical way to enjoy the "finer things."

If you are interested in becoming involved, just e-mail her at [mkarnig@csusb.edu](mailto:mkarnig@csusb.edu) to find out what's on the agenda for any of her special projects.

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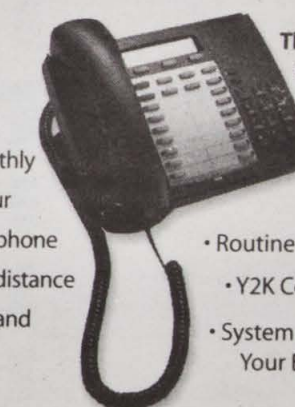
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# Environmental Companies Serving the Inland Empire

continued from Page 30

Listed Alphabetically

continued on Page 34

Company Name Address City/State	Billings (\$millions) 1999	Regional Breakdown % or \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax E-Mail Address
<b>Layne GeoSciences</b> 11001 Etiwanda Ave. Fontana, CA 92337	WND	20% 20% 60%	1967 Mission Woods, KS 25	Groundwater Exploration, Soil & Groundwater Remediation, Well Field Design, Aquifer Analysis	Water Districts, Municipalities, Attorneys, Industrial Firms	<b>Tony Morgan</b> Mgr.-Westcoast Operations (909) 390-2833/390-6097
<b>Lilburn Corporation</b> 1905 Business Center Dr. San Bernardino, CA 92408	\$1.2	0% 0% 100%	1989 <b>**San Bernardino</b> 12	Mine Reclamation Planning, Land Use Permitting, Landfill Assessments & Permits, EIRs	Public Agency, Private Landowner, Utilities, Waste Management Companies	<b>Steve Lilburn</b> President (909) 890-1818/890-1809 lilbs@gte.net
<b>Lockman &amp; Associates</b> <b>Inland Empire Regional Office</b> 3200 E. Inland Empire Blvd., Ste. 130 Ontario, CA 91764-5513	\$3	50% 20% 30%	1964 Monterey Park 18	Solid Waste Management Planning and Design Services	State/Local Government Private Industry Institutions	<b>C.W. Lockman, P.E.</b> President (909) 944-6988/948-8508
<b>Marcor Remediation, Inc.</b> 16027 Carminita Rd. Cerritos, CA 90703	\$55	30% 10% 8%	1980 Baltimore, MD 500	Asbestos Abatement, Lead Abatement, Facility Decontamination, Environmental Remediation	Commercial Properties Aerospace, Utilities	<b>Matthew Westrup</b> Vice President (562) 921-2733/921-2383
<b>McLaren/Hart Environ. Engineering Corp.</b> 16755 Von Karman Ave. Irvine, CA 92606	\$45.5	50% 40% 10%	1977 Rancho Cordova 250	Remedial Investigation/Feasibility Study Engineering Remediation/ Risk Assessment/Brown Fields	Private Industry, Department of Energy, Department of Defense, State & Local Government	<b>Hassan Amini</b> V.P./Regional Manager (949) 752-3225/756-8460
<b>Medtox, Inc.</b> 550 N. Park Center, Ste. 102 Santa Ana, CA 92705	\$4.1	50% 20% 30%	1982 Santa Ana 10	Toxicology/Risk Assessment, Industrial Hygiene & Safety, Env. Engin., Env. Health Ser., Training, Asbestos, Geotechnical, Lead-Based Paint Mgmt.	City of San Bernardino IVDA, Riverside Waste Management, ARCO, Fleur	<b>John H. Daly</b> President (714) 480-0111/480-0222 ecolog@ix.netcom.com
<b>Michael Brandman Associates</b> 621 E. Carnegie Dr., Ste. 260 San Bernardino, CA 92408	\$2.1	10% 60% 30%	1982 Tustin 37	CEQA/NEPA Documentation, Biological Assessments, Wetlands/Endangered Species, Construction Monitoring, Cultural Services	City/County Governments, School/Water Districts, Building Industry	<b>Thomas J. McGill</b> Regional Manager (909) 937-7131/937-0121 tmcgill@brandman.com
<b>Nolte Associates, Inc.</b> 710 Rimpau Ave., Ste. 208 Corona, CA 91719	\$1	45% 10% 45%	1949 Sacramento 12	Solid Waste Management, Sanitary Sewer & Water Resources Engineers	Private Waste Management Firms, Municipalities	<b>Paul Hacunda</b> Associate (909) 372-2760/279-66210 paul.hacunda@nolte.com
<b>Norcal/San Bernardino, Inc.</b> 222 W. Hospitality Lane, 2nd Floor San Bernardino, CA 92408-3220	WND	0 0 100%	1989 <b>**San Bernardino</b> 105	Recycling Landfill Management Waste Prevention	NA	<b>Larry Karr</b> V.P./General Manager (909) 386-8701/386-8646
<b>Onyx Environmental Services</b> 5202 Oceanus Dr. Huntington Beach, CA 92649	\$66.2	65% 20% 15%	1973 Oakbrook, IL 4,400	Collection Transportation Treatment & Disposal	Aerospace Public Utilities Private Business	<b>Marc Hunter</b> Area Operations Mgr. (714) 379-6000/379-6010
<b>PBS &amp; J</b> 18022 Cowan, #100A Irvine, CA 92614	\$220	4% 4% 4%	1960 Miami, FL 2,200	Civil, Water, Waste Water, Environmental, Transportation, Surveying	Public Private	<b>Pat Kapp</b> Vice President (949) 660-8600/440-8183
<b>PCR Services Corp.</b> 233 Wilshire Blvd., Ste. 103 Santa Monica, CA 90401	WND	80% 15% 5%	1974 Santa Monica 101	Environmental Planning and Documentation, Real Estate and Environ. Economics, Biological Svcs., Air Quality/Air Toxics, Cultural Resources Mgmt., Noise, Vibration and Acoustics	Universal Studios, United Airlines, DreamWorks/SKG, City of L.A., Getty Trust, O'Hare Int'l., Walt Disney Imagineering	<b>Gregory J. Broughton</b> President (310) 451-4488/451-5279 info@pcrnet.com
<b>PSI</b> 3960 Gilman Street Long Beach, CA 90815	\$180	60% 30% 10%	1972 Lombard, IL 2,500	Phase I,II,III Site Assess., Enviro. Audits Water Supply Development Hazardous Waste Management Remediation Syst. Design & Installation	Aerospace, Mjr. Oil Cos. Local, State & Federal Governments Banking & Legal	<b>Michael M. Mooradian</b> Vice President (562) 597-3977/597-8459
<b>Ralph Stone &amp; Co., Inc.</b> 10954 Santa Monica Blvd. Los Angeles, CA 90025	\$1	70% 15% 15%	1953 Los Angeles 12	Envir. Ph. I, II, III Property Assessments, Soil Grndwtr, Asbestos, Leadpaint, Haz. Waste Mgmt. Compliance Audits, Stormwater Pollution Mgmt.	Banks, Insurance Companies Governments	<b>Rick Kahle</b> President (310) 478-1501/478-7359
<b>RES Environmental, Inc.</b> 865 Via Lata Colton, CA 92324	WND	70% 25% 5%	1986 <b>**Colton</b> 10	Regulatory Compliance Monitoring, Air Toxics Testing, PM-10 Particular Monitoring, Air Quality Instrument Repair, Weather Forecasting	Landfills, Testing Oil Refineries, Industry Government & Regulatory Agencies	<b>Betty Roberts</b> President (909) 422-1001/422-0707
<b>RMS Environmental, Inc.</b> 14 Hughes, Suite B-201 Irvine, CA 92718	WND	30% 60% 10% •	1989 Irvine 14	Environmental Site Assess., Soil & Groundwater Characterizations Remedial Design & Construction Management Groundwater Monitoring Plans	City of Huntington Park F.D.I.C. Case Tractor & Equipment Co. Irvine Ranch Water Dist.	<b>Hannes H. Richter</b> President (949) 380-8225/455-9371
<b>Smith Environmental Corporation</b> 2837 E. Cedar St. Ontario, CA 91761	\$25	5% 5% 20%	1925 <b>**Ontario</b> 50	Air Pollution Control Equipment (Oxidizers & Concentrations) for Odor, Voc. & Haps, Heat Recovery Equipment	Industrial Manufacturers, Painters, Coaters, Food Processors, Cement Plants, Wood Products & Finishing	<b>Robert Hyde</b> President (909) 923-3331/947-2006 sales@smitheng.com
<b>Tetra Tech, Inc.</b> 348 W. Hospitality Lane, Ste. 300 San Bernardino, CA 92408	\$580	\$16 \$25 \$12	1966 Pasadena 6,000	Environmental Science & Engineering Hazardous Waste Mgmt. & Remed. Groundwater Mgmt. & Remed. Landfill Mgmt.	DOE U.S. Air Force CAL EPA County of San Bernardino	<b>Javier Weckmann</b> Director (909) 381-1674/889-1391 javier.weckmann@tetratech.com
<b>TRC</b> 21 Technology Drive Irvine, CA 92618-3811	\$100	\$3 \$4 \$10	1970 Windsor, CT 900	Air Permitting, Solid/Hazardous Waste Management & Remediation, Air Measurement	Transportation, Industrial/Manufacturing, Private Industry, Infrastructure	<b>Richard Ellison</b> President/CEO (949) 727-9336/727-7399
<b>Ultrasytems Environmental, Inc. WBE/DBE</b> 6 Jenner, Ste.210 Irvine, CA 92618-3811	\$4.2	70% 15% 15%	1994 Irvine 30	CEQA/NEPA Documentation, Project Planning/ Technical Studies, Mitigation Monitoring & Implementation, Air/Noise/Biological/Arch/Paleo, Solid Waste Planning	Cities, Counties, State, Federal Agencies/Industrial Legal Firms, Developers, Commercial, Public Utilities	<b>Betsy A. Lindsay</b> President/CEO (949) 788-4900/788-4901 blindsay@ultrasystems.com

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851 South Mt. Vernon Avenue, Ste. 22  
Colton, CA 92324  
(800) 451-JOBS fax (909) 433-3333





# Environmental Companies Serving the Inland Empire

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Listed Alphabetically

Company Name Address City/State	Billings (\$millions) 1999	Regional Breakdown % or \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax E-Mail Address
<b>United States Filter Corporation</b> 40-004 Cook St. Palm Desert, CA 92211	\$3,035	10% (Region)	1953 <b>**Palm Desert</b> 22,000	Water & Wastewater Treatment/Services Filtration	Marathon Oil, ICO, GM Cargill, Intel, Coca Cola Anheuser-Busch	<b>Richard Heckmann</b> CEO/President (760) 340-0098/341-9368
<b>URS (Locally Former Dames &amp; Moore)</b> 10723 Bell Court Rancho Cucamonga, CA 91730	\$2,100	25% 33% 42%	1905 San Francisco 16,000	Comp. Environmental Svcs., Multi Disciplinary Eng. Construction Mgmt., Water & Waste Water Eng., Solid Waste Mgmt. Litigation Support, Transportation	Federal Government City/County & State Agencies Private Sector	<b>Brian E. Wynne</b> V.P./Office Manager (909) 980-4000/980-2643
<b>Vector Three Environmental Inc.</b> P.O. Box 867 Chino, CA 91708-0867	\$1.2	30% 30% 40%	1985 <b>**Chino</b> 4	Underground Tank Removal & Installation Environmental Clean-up Hazardous Waste Removal	Local/State/Fed. Governments Military Posts Banks & Private Industry	<b>Donald L. Hollenbeck</b> President (909) 627-0627/627-4464 dlhviii@aol.com
<b>Victory Environmental, Inc.</b> 2919 Buckhaven Rd. Chino Hills, CA 91709	WND	na	1997 <b>**Chino</b> 1	Lead Inspections Asbestos Inspections	School Districts, Commercial Companies, Realtors	<b>Loretta Hollenbeck</b> President (909) 591-9922/606-3910
<b>Waste Management - Inland Empire</b> 800 S. Temescal St. Corona, CA 92879-2058	\$70	0 0 100%	1955 <b>**Corona</b> 313	Solid Waste Collection Processing & Disposal	Municipal	<b>J. Alex Braicovich</b> District Manager (909) 280-5400/272-0438 wminalandempire.com (effective 9/1)
<b>Woodward-Clyde Consultants</b> 2020 East First Street, Suite 400 Santa Ana, CA 92705	WND	65% 25% 10%	1950 Denver, CO 2,500	Environmental Engineering Waste Management Geotechnical Engineering.	Government Agencies Private Entities Industrial Companies	<b>Steve Pearson</b> Vice President (714) 835-6886/667-7147

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## Incubation...

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assessment with a segmentation option; sales channel development with a trial sales option; technology assessment with a feature set option,



Julie Holand, NASA

and capital access strategies with funding matrix option.

Entrepreneurs become clients of the NASA center as tenants or affiliates. Tenants reside in the incubator and may use the service program, share office practice equipment and Cal Poly's resources. Affiliates have full access to the service program, but do not reside in the incubator. (Sounds a bit like science fiction-speak, but it works.)

"Our goal with the NASA Commercialization Center is to help to fulfill a large, unmet regional demand for technology commercial-

ization expertise that will build confidence with the financial community," stated Van H. Garner, Ph.D., dean of the College of the Extended University.

The NASA Commercialization Center's incubator focuses only on commercial development of JPL and Dryden technologies. The Pomona Technology Center's incubator will specialize in entrepreneurial biomedical and telecommunications-intensive industries. The NASA Center began operations two years ago in temporary quarters on the campus, and the Pomona Tech Center will come on-line when new facilities open.

In addition, the College of the Extended University, the third component, provides access to vital information and assistance to the budding businesses, enabling clients to interact with faculty, legal representatives and financiers, etc., while having the advantage of market research tools, technology, test facilities, libraries, and other support systems provided by the college.

The three facilities will be located in Innovation Village, a planned technical park which will become home to businesses growing out of the incubators, as well as established high-tech businesses, and act as a bridge between public and private business partnerships.

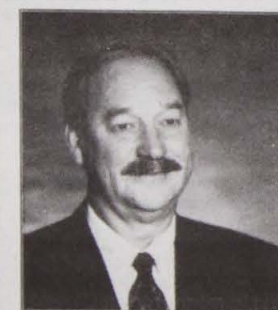
## Faces in Business...

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administration and collateral documentation, as well as loan accounting and finance. Her experience includes: vice president and information systems manager for the Bank of Hemet and vice president of BankLink Corporation. She was responsible for promoting efficiency through the use of technology, as well as implementation and training. She has also served as a member of the operations steering and compliance committee.

In her new position, Johnson will be responsible for overseeing the areas of loan documentation and servicing, compliance, the Community Reinvestment Act, and community trust deed services.

Johnson attended Chaffey College. She is treasurer for the Backcountry Horseman of California-Santa Ana River Unit, which coordinates activities with the Riverside County Parks Department in the maintenance of public lands use.



## Edward E. Holley

Vice President and Manager, Citizens Business Bank

Linn Wiley, president and chief executive officer of Citizens Business Bank, announced the appointment of Edward E. Holley to the position of vice president of the bank's high desert office located in Victorville.

Holley's professional career incorporates more than 22 years of banking experience; with an extensive background in commercial lending, credit and management administration. Formerly, he was vice president and manager of First Security Bank. He also spent a number of years as senior vice president and manager of National Bank of California in Los Angeles.

Holley received his bachelor's degree in business administration from California State Polytechnic University in Pomona.

He participates in numerous community activities and is the current president of the Apple Valley Rotary Club. He has also been president of the High Desert Regional Economic Development Authority in Victorville, and is a board member and past capital campaign chair of St. Mary's Hospital Foundation.

# A Woman's Sanctuary in the Foothills

by Jamie K. Ayala

When it comes to health and fitness, most women feel uneasy at the local gym and lose focus on their personal goals.

The Spa, a fitness center and day spa located in Upland, opened in 1980 to benefit these women. Gary Peterson, owner, had been working in the health club industry when he discovered "women only" days. From these designated days, he developed a plan to open a women only club.

"This is a place where women feel less intimidated. They can come in and feel comfortable," said Peterson.

The two-acre facility is the only one in the region. It offers a variety of classes, services and equipment, including: cardiovascular kick boxing, yoga, elliptical cross trainers, personal women trainers, massages, and nail care. Although membership costs about \$25 a month, various specials are run throughout the year.

"You can't put a price on health," said Jodi Sullivan, supervisor. "Women of all ages, shapes and sizes come here. I think of The Spa not just as a fitness center, but as a mini-resort. It's an outlet for women to be away and concentrate on their well-being."

The Spa was recently completely remodeled for its 20th anniversary. Renovation included new paint, wallpaper, lockers, carpet, and counters. Management is interested in putting money back into the club and is open to member suggestions.

Tereza Light has been a member for about three years. "The best thing about the club is the services. It doesn't matter how long you are a member, you still get the best deal because of the better variety, aerobics and machines. I can actually see the money I pay for membership being used for renovation," said Light.

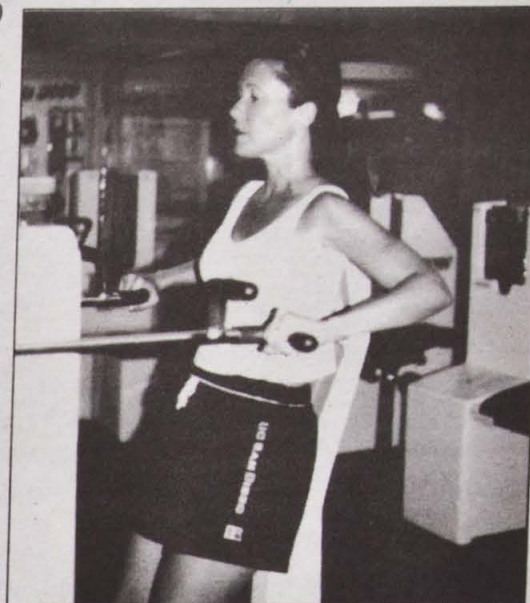
According to Sullivan there is

an average of 300-400 workouts performed daily. "Women enjoy the 'no men' factor the most, but also like not waiting for equipment even during the busiest time of the day, and appreciate the upkeep and comfort of the club," said Sullivan.

Women with injuries or arthritis are also accommodated with the same types of equipment the professionals use for physical therapy.

Another feature of the center is the one-on-one evaluation, which determines medical condition and how much weight

needs to be lost. This service is included with the membership and proved helpful to Michelle Nagy, a member and employee. She lost weight in one year and was listed in Results 2000, a picture board with



A member of The Spa in Upland works out in the state-of-the-art facility designed expressly for women.

before and after shots at The Spa.

The center is conveniently open seven days a week. Stop by after work to learn more about what they have to offer you, or call them at (909) 946-1941.

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Substance Abuse Programs in the Inland Empire						
continued from Page 28						
Ranked by Number of Professional Staff						
Name Address City, State, Zip	# of Professional Staff	# of Persons/ Patients Served 1999	Treatment: Alcohol Drug	Adolescent Program Group Sessions Family Counseling	Other Services	Top Local Executive Title Phone/Fax E-Mail Address
17. Casa de San Bernardino 735 N. "D" St. San Bernardino, CA 92401	8	283	Yes Yes	Yes Yes Yes	PC 1000 Drug Diversion Program, Mentor & Gang Intervention Programs	Raul Miramontes Executive Director (909) 381-5507/888-5938
18. The Salvation Army Adult Rehabilitation Center 24201 Orange Ave. Perris, CA 92570	7	630	Yes Yes	No Yes Yes	1-on-1 Counseling, Relapse Prevention, Smoking Cessation, 12-step Spiritual Counseling, Anger Management	Capt. Loyd Roberts Administrator (909) 940-5790/943-2248
19. High Road Program 3579 Arlington Ave., Ste. 200 Riverside, CA 92506	7	425	N/A	N/A	Drinking Driver Program, PC 1000 Drug Diversion, Alcohol & Drug Counseling, Drug Testing	Gloria Gaitan Director (909) 781-6762/781-6249
20. Primary Intervention Program Perris School District 143 E. First St. Perris, CA 92570	7	150	N/A	N/A	Play Therapy for Children Grades K-3	Sig Sigerson Dir. of Student Services (909) 657-3118/940-5115 sigerson@perris.k12.ca.usa
21. Hacienda Christian Life Campus 1040 Tepee Ln. Perris, CA 92570	4	100+	Yes Yes	No Yes Yes	Job Training Program, Transitional Housing, Alternative Sentencing	Pastor Jesse Gamble Adm. Director (909) 657-3041/657-0426
22. Metcalf Recovery Ranch 9826 18th Ave. Blythe, CA 92225	3	150	Yes Yes	No Yes No	After Care Program, R-4 Program	Dan Cobb Coordinator (760) 922-8625/922-6717

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the institutions listed. To the best of our knowledge, the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352; Researched by Jerry Strauss. Copyright Inland Empire Business Journal 2000.

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For more information contact:  
Lorri Kazlauskas  
Director of Development  
College of Business & Public Administration  
Cal State, San Bernardino  
5500 University Parkway  
San Bernardino, CA 92407  
(909) 880-7295  
email: [lorrik@csusb.edu](mailto:lorrik@csusb.edu)

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| <b>SHORT TERM</b> <ul style="list-style-type: none"><li>■ Special Events</li><li>■ Parties</li><li>■ Conventions</li><li>■ Banquets</li><li>■ Stage Sets</li><li>■ Theme Events</li></ul> | <b>LONG TERM</b> <ul style="list-style-type: none"><li>■ Design</li><li>■ Sales</li><li>■ Lease</li><li>■ Installation</li><li>■ Maintenance</li><li>■ Guaranteed Quality</li></ul> |
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## Small Businesses Seek Twentieth Century Skills for Twenty-First Century Workforce

While the 21st Century may promise extraordinary opportunity for companies leveraging technology and e-commerce, most small businesses still view traditional skills as most important for existing and potential employees.

Nearly 800 small business owners were asked to name the skills very important to their companies as part of the second national "Voices From Main Street" survey conducted for American Express Small Business Service. They cited:

- Verbal communications: 86 percent
- Interpersonal skills: 77 percent
- Math: 62 percent
- Written communication: 59 percent
- Basic business knowledge: 52 percent
- Finance/accounting: 46 percent
- Mechanical ability: 43 percent
- Computer expertise: 41 percent
- Internet knowledge: 18 percent
- Science: 18 percent

"Small businesses may be on the leading edge of the new economy, but in order for them to succeed, they are telling us they need their employees to master the basic building blocks first," said Richard Tambor, senior vice president, American Express Small Business Services. "These insights should set the tone for further discussion and exploration into ways we can match education curriculum with the needs of small businesses, the driving force of the U.S. economy."

When asked if they were satisfied with the pool of employees available to them, only a third of business owners said they were "very" or "extremely" satisfied. Only one in five business owners with firms that have 20-99 employees described themselves as "very" or "extremely" satisfied. While many small business owners find their prospective and existing employees lacking in the skills they need to sustain their

firms, less than half (40 percent) know of local programs to improve workforce skills.

Who do small firms work with to improve their employees' skills? Thirty-seven percent of the time it's a community college. Vocational schools were the second most frequent partner (29 percent), followed by public schools (24 percent), private and state colleges/universities (15 percent) and business associations (10 percent). Business owners said government agencies were involved only 2 percent of the time.

### Second Voice Survey Provides Detailed Profile of Small Business Workforce

The "Voices From Main Street" survey also produced a profile of the typical education level of small business employees. When asked the highest level of education of the majority of their employees, 53 percent of the small companies polled said high

school, 18 percent said 2-year college and 17 percent said 4-year college. Only 5 percent of small businesses said the majority of their employees had a post gradu-

### Verbal and Interpersonal Skills Rated Most Important to Small Business Owners, Far Outpacing Computer Expertise and Internet Knowledge

ate college education. According to the most recent U.S. Census Bureau data (March 1998), approximately 83 percent of all adults ages 25 and over have completed high school and 24 percent have completed a bachelor's degree.

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# Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

continued on Page 40

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services: • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax E-Mail Address
1. <b>County of San Bernardino</b> 385 North Arrowhead Ave. San Bernardino, CA 92415	16,642 N/A 1853	Local Government	Yes No Yes	Tom Laurin Dir., Econ. & Comm. Dev.	<b>John D. Mikels</b> Chairman Board of Supervisors (909) 387-4811/387-3265
2. <b>Stater Bros. Markets</b> 21700 Barton Road Colton, CA 92324	13,000 N/A 1936	Supermarkets	Yes No No	Dennis McIntire Marketing	<b>Jack H. Brown</b> Chairman/Pres./ CEO (909) 783-5000
3. <b>County of Riverside</b> 4080 Lemon Street Riverside, CA 92501	11,061 N/A 1893	Local Government	Yes No No	Bob Howdyshell Director, Purchasing & Material Services	<b>Larry Parrish</b> County Executive Officer (909) 955-1100/955-1105
4. <b>Fort Irwin</b> P.O. Box 105067 Ft. Irwin, CA 92310-5000	7,900 N/A 1981	Military	Yes Yes Yes	Maj. Pete Green Public Affairs Officer	<b>Brg. Gen. James D. Thurman</b> Commanding General (760) 380-4511/380-3078 afzj-po@irwin.army.mil
5. <b>Wal-Mart Stores, Inc.</b> 762 SW 8th St. Bentonville, AR 72716	7,552 885,000 1991	Retail, General Merchandise	No No No	N/A	<b>Jon Sims</b> Regional Vice President (501) 273-4000
6. <b>United Parcel Service</b> 2930 Inland Empire Blvd. Ontario, CA 91764	7,400 330,000 1907	Package Delivery	Yes No No	Randy Bennett District Marketing Mgr.	<b>Phil Thomison</b> District Sales Manager (909) 948-8200/948-8225
7. <b>University of California Riverside</b> 900 University Ave. Riverside, CA 92521	6,397 N/A 1954	Higher Education	Yes Yes Yes	Jack R. Chappell Dir. of University Relations	<b>Raymond L. Orbach</b> Chancellor (909) 787-5201/787-3866 jack.chappell@ucr.edu
8. <b>Loma Linda University Medical Center</b> 11234 Anderson Street Loma Linda, CA 92354	6,392 6,392 1905	Medical/Health Care	Yes Yes (Close By) Yes (Close By)	Gregory B. Williams, Dr.Ph. Administrative Director	<b>B. Lyn Behrens, MB, BS</b> President/CEO (909) 558-4000/558-4308
9. <b>Ontario International Airport</b> Ontario, CA 91761	6,200 6,200 1923	Airport	Yes No No	Dennis Watson Public Affairs Director	<b>Jens Rivera</b> Airport Manager (909) 937-2700/937-2702 lawr.org
10. <b>March Air Reserve Base</b> Air Mobility Wing 452 MARB, CA 92518-1671	6,200 N/A 1918	Military Reserve Base, Department of Defense	No No No	Vacant	<b>Col. Peter T. Bentley</b> 452 AMW Commander (909) 655-4137/655-4113
11. <b>S.B. City Unified School Dist.</b> 777 North "F" Street San Bernardino, CA 92410	5,000 NA 1964	Education	No No No	Barbara J. Kidd Dir. of Communications	<b>Dr. Arturo Delgado</b> Superintendent (909) 381-1240/885-6392
12. <b>GTE CA, Inc.</b> 1 GTE Place Thousand Oaks, CA 91362	4,519 82,000 1953	Telecommunications	Yes No No	Dave Sorg Regional Marketing Director	<b>Tim Medley</b> Area Mgr./Cust.Ops. (760) 327-8600/327-4105
13. <b>Corona/Norco Unified School District</b> 2820 Clark Ave. Norco, CA 92860	4,338 N/A	Public Schools	Yes No No	Maggie Little Assist. to Superintendent	<b>Pedro Garcia</b> Superintendent (909) 736-5010/736-5015 cnusd.kiz.ca.us
14. <b>Kaiser Permanente Medical Center</b> 9961 Sierra Ave. Fontana, CA 92335	4,200 (S.B. Cnty.) 86,000 1943	Health Care	Yes No No	James Travis Dir. Sales & Marketing, I.E.	<b>Jerry McCall, Sr. Area Mgr.</b> <b>Dr. P.S. Carney, Assoc. Med. Dir.</b> (909) 427-5269/427-7193
15. <b>Fairplex</b> 1101 McKinley Ave. Pomona, CA 91768	3,800 (Fairtime) 3,800 1922	Entertainment Exhibition Education	No No Yes	Scott Kelly, Mkting. Mgr. Sid Robinson, P.R. Mgr.	<b>James Henwood</b> President/CEO (909) 623-3111/865-3602
16. <b>Loma Linda University</b> 11160 Campus St. Loma Linda, CA 92354	3,700 N/A 1905	Higher Education in Health Related Professions	Yes Yes No	Cyril Connelly Director of Marketing	<b>B. Lyn Behrens, MBBS</b> President (909) 558-4544/558-0444
17. <b>Riverside Unified School District</b> 3380 Fourteenth St. Riverside, CA 92501	3,560 N/A 1871	Education	No No Yes (Close By)	Gladys Walter Exec. Asst. to Superintendent	<b>Susan J. Rainey, Ed.D.</b> District Superintendent (909) 788-7130/788-7110
18. <b>Fontana Unified School District</b> 9680 Citrus Ave. Fontana, CA 92335	3,500 N/A	Education	No No No	Mike Bemont Director, Media & P.R.	<b>Dr. Karen Harshman, Ed.D.</b> Superintendent (909) 357-5000
19. <b>Chino Valley Unified School District</b> 5130 Riverside Dr. Chino, CA 91710-4130	3,400 N/A 1878	Public Schools	No No No	N/A	<b>George Bloch</b> Superintendent (909) 628-1201/590-4911
20. <b>Pomona Unified School District</b> 800 S. Garey Ave. Pomona, CA 91766	3,134 N/A	Education	Yes Yes Yes	Public Relations Officer	<b>Patrick Leier</b> Superintendent (909) 397-4800-3882/397-4881 enrique.medina@pusd.org
21. <b>Riverside Community College</b> 4800 Magnolia Ave. Riverside, CA 92506-1299	3,033 N/A 1916	Higher Education	Yes Yes Yes	Jim Parsons Director Marketing	<b>Dr. Salvatore G. Rotella</b> President (909) 222-8800/222-8670 jparsons@rccd.cc.ca.us
22. <b>Moreno Valley Unified School District</b> 25634 Alessandro Blvd. Moreno Valley, CA 92553	3,000 N/A	School	No No No	Debbie Lenz Public Information Office	<b>Anita L. Suazo, Ph.D.</b> Superintendent of Schools (909) 485-5600-2704/485-5537
23. <b>City of Riverside</b> 3900 Main St. Riverside, CA 92522	2,680 N/A 1883	Municipal Government	Yes No No	Kevin Palmer Economic Dev. Manager	<b>Ronald Loveridge</b> Mayor (909) 826-5551/826-5470
24. <b>Cal Poly Pomona</b> 3801 W. Temple Ave. Pomona, CA 91768-4019	2,550 N/A 1938	University	Yes No Yes	Esteban Sorrano V.P., University Advancement	<b>Dr. Bob H. Suzuki</b> President (909) 869-3342/869-3343 publicaffair@cupomona.edu
25. <b>Vons A Safeway Company</b> 618 Michillinda Ave. Arcadia, CA 91007	2,493 190,000 1906	Grocery/Retail	Yes Yes No	Gary Rocheleau Vice President	<b>Tom Keller</b> President (626) 821-7000/821-7934
26. <b>The Claremont Colleges</b> Claremont, CA	2,400 N/A 1887	Education	No No No	Marilyn Thomsen Dir., Mkting. & Comm. Claremont Grad. Univ.	<b>Steadman Upham</b> President, Claremont Grad. Univ. (909) 621-8000

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# Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

continued from Page 38

continued on page 42

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services: • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax E-Mail Address
27. <b>Pomona Valley Hospital Med. Ctr.</b> 1798 N. Garey Avenue Pomona, CA 91767	2,400 N/A 1904	Health Care	Yes Yes Yes (not on site)	Kathy Roche Director, Mktg./P.R.	<b>Richard E. Yochum</b> President/CEO (909) 865-9500/865-9753
28. <b>Mervyn's Department Store</b> 25001 Industrial Blvd. Hayward, CA 94545	2,300 45,000 1978	Retail	No No No	Karen Schnebeck District Manager	<b>Karen Schnebeck</b> District Manager (909) 354-8800/354-8800
29. <b>Arrowhead Regional Medical Center</b> 400 N. Pepper Ave. Colton, CA 92324	2,300 2,300 1862	Acute Care Hospital	Yes No No	Dominic Nigro Dir., Bus. Dev./Mktg.	<b>Mark Uffer</b> Interim Director (909) 580-6150/580-6196 nigrod@armc.co.san-bernardino.ca.us
30. <b>Colton Joint Unified School District</b> 1212 Valencia Dr. Colton, CA 92324	2,273 2,273 1966	K-12 Education	No No No	Cheryl Donahue Director of Communications	<b>Dennis Byas</b> Superintendent (909) 876-4227/422-0128
31. <b>Jurupa Unified School District</b> 3924 Riverview Dr. Riverside, CA 92509	2,100 N/A 1963	School District	No No No	N/A	<b>Benita Roberts</b> Superintendent (909) 222-7768/369-6574 jUSD.k12.ca.us
32. <b>Hesperia Unified School District</b> 9144 3rd Ave. Hesperia, CA 92345	2,049 N/A 1987	Education	No No No	N/A	<b>Richard Bray</b> Superintendent (760) 244-4411/244-2806
33. <b>California State Univ. San Bernardino</b> 5500 University Pkwy. San Bernardino, CA 92407-2397	2,000 N/A 1960	Higher Education	Yes Yes Yes	Cynthia Pringle Dir., Public Affairs	<b>Albert K. Karnig, Ph.D.</b> President (909) 880-5002/880-5901
34. <b>Fleetwheat Enterprises, Inc.</b> 3125 Myers St., P.O. Box 7638 Riverside, CA 92513-7638	2,000 21,000 1950	Recreational Vehicles Manufactured Homes	No Yes No	Dave Wilbert, R.V. Group Bob Jordan, Housing Group	<b>Glenn F. Kummer</b> Chairman/CEO (909) 351-3500
35. <b>Palm Desert Town Center</b> 72840 Hwy. 111 Palm Desert, CA 92260	2,000 N/A 1983	Retail Mall	No No No	Sue Gorniak Marketing Director	<b>Mollie E. Doyle, CSM</b> General Manager (760) 346-2121/341-7979
36. <b>Southern California Edison</b> 2244 Walnut Grove Ave. Rosemead, CA 91730	1,934 12,642 1963	Electric Utility	Yes No No		<b>Bob Jensen</b> Region Director (909) 307-6719
37. <b>Eisenhower Medical Center</b> 39000 Bob Hope Drive Rancho Mirage, CA 92270	1,919 N/A 1971	Acute Care Med. Ctr.	Yes Yes No	Jack Boren Marketing and P.R.	<b>Andrew W. Deems</b> President/CEO (760) 340-3911/773-1850
38. <b>Patton State Hospital</b> 3102 E. Highland Ave. Patton, CA 92369	1,875 N/A 1890	Forensic Hospital	Yes Yes Yes	Cynthia Barrett Assistant to Executive Director	<b>William L. Summers</b> Executive Director (909) 425-7000
39. <b>Murrieta Valley Unified School District</b> 26396 Beckman Ct. Murrieta, CA 92562	1,811 N/A 1989	School District	No No No	N/A	<b>Chet Francisco</b> Superintendent (909) 696-1600/304-1540 murrieta.k12.ca.us
40. <b>U.S. Marine Corps Logistic Base</b> Command Headquarters (B130), Box 110100 Barstow, CA 92311	1,800 N/A 1942	Marine Corps Logistics	Yes Yes Yes	William M. Bokholt Public Affairs Officer	<b>Col. Mark A. Costa</b> Commanding Officer (760) 577-6061/577-6350 bokholtwm@barstow.ucmc.mil
41. <b>Chaffey Community College District</b> 5885 Haven Ave. Rancho Cucamonga, CA 91734	1,800 N/A 1883	Higher Education	No No Yes	Carol Olson Public Information	<b>Jerry Young</b> Superintendent/President (909) 941-2110/466-2875
42. <b>Inland Center Mall</b> 500 Inland Center Dr. San Bernardino, CA 92408	1,800 N/A 1966	Regional Shopping Center	No No No	Terri Relf Marketing Director	<b>Arun Parmar</b> General Manager (909) 884-7268/381-0448
43. <b>San Antonio Community Hospital</b> 999 San Bernardino Road Upland, CA 91786	1,800 N/A 1907	Acute Care Hospital	Yes No No	Jim Anderson Director of Marketing	<b>George Kuykendall</b> President (909) 985-2811
44. <b>Guidant Corporation</b> 26531 Ynez Rd. Temecula, CA 92591	1,700 6,000 1983	Medical Devices	Yes Yes No	N/A	<b>Bob Labon</b> V.P., Site Operations (909) 914-2400/914-4550
45. <b>California Institute for Men</b> P.O. Box 128 Chino, CA 91710	1,600 N/A 1941	State Prison	No No No	Kevin Peters Public Info. Officer	<b>Larry Wittek</b> Warden (909) 597-1821/393-8699
46. <b>Lake Elsinore Unified School District</b> 545 Chaney St. Lake Elsinore, CA 92530	1,600 N/A 1989	Public School District	No No No	Roy Southwick Media & Information Officer	<b>Sharon Lindsay, ED.D.</b> Superintendent (909) 674-7731/245-0084 leUSD.k12.ca.us
47. <b>Marriott's Desert Springs Resort &amp; Spa</b> 74855 Country Club Drive Palm Desert, CA 92260	1,600 N/A 1987	Resort Hotel & Spa	No Yes No	Steve Heitzner Director of Marketing	<b>Tim Sullivan</b> General Manager (760) 341-2211/341-1872
48. <b>Temecula Valley Unified School District</b> 31350 Rancho Vista Rd. Temecula, CA 92592	1,600 N/A	Education	No No No	Danielle Clark Community & District Information Specialist	<b>David B. Allmen</b> Superintendent (909) 676-2661/695-7121
49. <b>Redlands Unified School District</b> 20 W. Lugonia Redlands, CA 92374	1,600 N/A na	Education	No No No	N/A	<b>Robert Hodges</b> Superintendent (909) 307-5300/307-5336
50. <b>ESRI</b> 380 New York St. Redlands, CA 92373	1,600 2,300 1969	Geographic Information System Software	Yes No No	Matt Artz Product Marketing Manager	<b>Don Berry</b> Director of Operations (909) 793-2853/793-5953
51. <b>Riverside County Office of Education</b> 3939 Thirteenth St., P.O. Box 868 Riverside, CA 92502	1,592 N/A 1893	Education	No No No	Personnel Jobline (909) 276-7826	<b>Dr. David Long</b> Riv. Co. Superintendent of Schs. (909) 826-6530/682-5642
52. <b>Desert Sands Unified School District</b> 47-950 Dune Palms Rd. La Quinta, CA 92253	1,568 N/A 1965	Education	No No No	Nancy Lavrusky Director of Purchasing	<b>Doris L. Wilson, Ed. D.</b> Superintendent (760) 777-4200/771-8574

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## DESERT BUSINESS JOURNAL

### Palm Desert Chamber Introduces New Map

The Palm Desert Chamber of Commerce has partnered with Village Profile of Elgin, Illinois to produce a new map for availability this fall. It will feature an editorial overview of the community, along with a detailed street map that will serve as an excellent marketing tool for the community and chamber.

Susan Harvey from the chamber is delighted to be teaming with Village Profile again for another map, which will be distributed to new residents and visitors via the chamber and city offices, as well as the Palm Desert Visitor Information Center. "Last year's map was met with rave reviews and we are looking forward to this one being even better!" Harvey said.

The publisher will also convert the printed map into an Internet home page

on Village Profile's Community Profile Network (CPN) Website at [www.villageprofile.com](http://www.villageprofile.com). The CPN site, which features more than 400 communities nationwide, gets more than 24,000 documented hits a day from Web surfers throughout the United States and around the world. A free business directory listing and hyperlink from the Palm Desert Chamber/Village Profile Web site to the advertisers' Web pages is also included.

Village Profile is the leading hi-tech publisher of community directories, guides, maps, and atlases all across the United States. Bill Thomson of Village Profile will manage sales for the project. For more information about the map and/or advertising, call the chamber office at (760) 346-6111.

### Foundation Receives Donation for Gift Shop Opening

Sorrells Pickard Gourmet Peanut Butter Company has donated peanut butter to the Foundation for the Retarded of the Desert (FRD) as part of the company's "Spread the Bread" program, which is soon to become a national charity.

The foundation plans to use the peanut butter to celebrate the opening of its Kactus Korner gift shop. The organization's kitchen staff of developmentally disabled employees baked peanut butter cookies, using Sorrells Pickard's gourmet peanut butter for its July grand opening party.

Vocational training is the primary focus of the foundation's programs, in which everyone

works. Kactus Korner was added to create another training ground for its "Integrated Extended Employment Retail Training Program." The shop's staff is comprised of foundation clients, and the shop itself is an additional revenue source.

This unique and qualified workforce is trained and employed in businesses that produce goods including: embroidered garments, home fashions such as linens and towels, silk-screened items and ceramic ware, all of which are for sale at Kactus Korner.

Interested parties should contact Andrea Carter or Allegra Kazemzadeh at (760) 773-0290.

#### ADVERTORIAL

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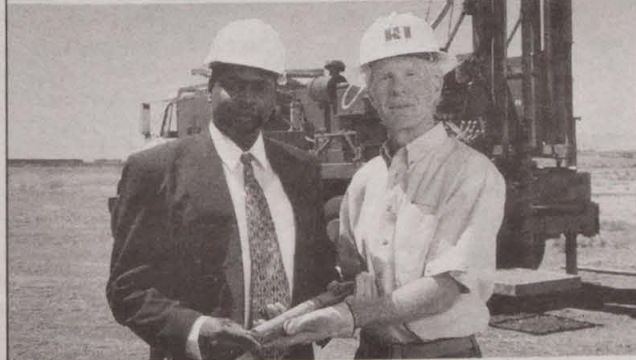
Kleinfelder's staff can help clarify potential environmental issues.

Kleinfelder's staff of approximately 1,200 professionals, technicians, and administrative personnel represents a wide

range of disciplines in geotechnical and environmental engineering, construction management, earth sciences, and information management. Headquartered in San Diego, Kleinfelder has 56 offices and technical testing laboratories throughout the western United States. Offering a wide range of technical resources and geographic convenience, Kleinfelder provides the advantages of a large corporation and the personal service that is typically available only from smaller firms.

Kleinfelder has been serving Riverside and San Bernardino Counties for more than 12 years. Beginning with one office in 1988, Kleinfelder's Inland Empire region now includes offices in Redlands, Temecula, and Victorville. The organization has provided services throughout the Inland Empire for clients that include all levels of governments; banks and lending institutions; universities and school districts; developers; industrial,

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Kleinfelder is a \$110 million geotechnical, environmental, construction and materials engineering firm with offices throughout the western United States.

[www.kleinfelder.com](http://www.kleinfelder.com)

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## Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

continued on page 43

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services: • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax E-Mail Address
53. Alford Unified School District 10365 Keller Riverside, CA 92505	1,500 N/A 1896	Education	No No No	N/A	Ronald G. Bennett Superintendent (909) 509-5070/351-9386
54. San Manuel Indian Bingo & Casino 5797 N. Victoria Ave. Highland, CA	1,500 N/A 1986	Bingo & Casino	No No No	Ted Dorney Marketing Director	Ron Mastandrea Assist. General Manager (909) 864-5050/862-8890 sanmanuel@sanmanuel.com
55. U.S. Postal Service Proc. & Dist. Ctr. 1900 West Redlands Blvd. San Bernardino, CA 92403-9997	1,495 797,795 1853	Mailing Service	Yes No No	N/A	Jean A. Campbell Plant Manager (909) 335-4303
56. The Press-Enterprise Co. 3512 Fourteenth Street Riverside, CA 92501	1,450 N/A 1878	Newspapers, Printing, Internet Service	Yes No No	Joe Frederickson V.P./Marketing	Marcia McQuern President (909) 782-7557/782-6034
57. Valley Health System 1117 E. Devonshire Ave. Hemet, CA 92543	1,432 1,432 1942	Health Care	No No Yes	Gene Gibba Director of Development	John Lauri CEO (909) 652-2811/925-6323
58. California Rehabilitation Center Department of Corrections, Box 1841 Norco, CA 91760	1,400+ N/A na	Department of Corrections	Yes No No	Curtis L. Brown Community Resources Manager	JoAnn Gordon Warden (909) 273-2903/736-1488
59. Carousel Mall 295 Carousel Mall San Bernardino, CA 92401	1,400 N/A 1972	Enclosed Regional Mall	No No No	Linda Griffith Marketing Manager	Sam Catalano General Manager (909) 884-0106/885-6893
60. Desert Regional Med. Ctr. 1150 North Indian Canyon Dr. Palm Springs, CA 92262	1,400 1,400 1951	Health Care	Yes Yes No	Kathi Sankey-Robinson Bus. Dev. Director	Truman Gates CEO (760) 323-6187/323-6580
61. Jerry L. Pettis Memorial Vet Affairs (VA) Med. Ctr. 11201 Benton Street Loma Linda, CA 92357	1,395 185,256 1977	Health Care	Yes No No	Annie Tuttle Public Affairs Director Executive Office	Dean R. Stordahl CEO (909) 825-7084/422-3107
62. North American Med. Mgt.-PrimeCare 3281 E. Guasti Rd., Ste. 700 Ontario, CA 91761	1,300 N/A 1983	Physician Practice Management	No No No	David Mellenhine Director of Marketing	Jacob Furgatch Regional V.P. (909) 605-8000/605-8031
63. Community Hospital of San Bernardino 1805 Medical Center Drive San Bernardino, CA 92411	1,300 N/A 1908	Acute Care Hospital	Yes No No	Kimberly Hillhouse Admin. Dir., Mktg & Comm.	Bruce Satzger President (909) 887-6333/887-6468
64. St. Bernardine Medical Center 2101 North Waterman Avenue San Bernardino, CA 92404	1,300 29,826 1931	Acute & Tertiary Health Care	Yes Yes No	Kimberly Hillhouse Admin. Dir., Mktg. & Comm.	Steve Barron President (909) 475-5032/475-5026
65. Riverside County Regional Med. Ctr. 26520 Cactus Ave. Moreno Valley, CA 92555	1,250 1,250 1893	Hospital	Yes No No	Kenneth B. Cohen Health Agency Director	Kenneth B. Cohen Health Agency Director (909) 486-4470/486-4475
66. Coachella Valleys Unified School District 87-225 Church St. Thermal, CA 92274	1,200 N/A 1973	Public Education	No No No	N/A	Colleen K. Gaynes Superintendent/Schools (760) 399-5137/399-1052
67. Epic Management LP 10393 Enterprise Dr. Redlands, CA 92374	1,200 1,200 1994	Physicians Practice Management	Yes No No	Paul Westover Director of Marketing	John Goodman CEO (909) 478-5109/796-0417
68. City of San Bernardino 300 N. "D" St. San Bernardino, CA 92418	1,150 N/A 1800	Municipal Government	Yes No No	June Durr Marketing & Public Affairs Office	Fred Wilson City Administrator (909) 384-5122/384-5703 wilson_fr@ci.san-bernardino.ca.us
69. Riverside Community Hospital 4445 Magnolia Ave. Riverside, CA 92501	1,104 N/A 1901	Acute Care Hospital, 24-hr. Maternity, ER/Trauma, Heartcare Center Orthopedics, Transpl., TCU, OP and Acute Rehab, Home Health	Yes No No	Ann Matich Director of Marketing	P. Ryan Rogers President/CEO (909) 788-3000/788-3201
70. Morongo Unified School District P.O. Box 1209 Twentynine Palms, CA 92277	1,032 N/A 1914	Public Schools	No No No	N/A	Patricia Brown-Dempsey District Superintendent (760) 367-9191/367-7189
71. Kaiser Foundation Hospital - Riverside 10800 Magnolia Ave. Riverside, CA 92505	1,000 30,000 1989	Acute Care Hospital	Yes No No	James Travis Area Marketing Director	Gerald McCall Sr. V.P./Area Mgr. (909) 353-4600/353-4611
72. City of Corona 815 W. Sixth St. Corona, CA 92882	1,000 N/A 1896	Municipal Government	Yes No No	Beth Groves Assist. to City Manager	Bill Workman City Manager (909) 736-2376/736-2493 janyl@ci.corona.ca.us
73. Corona Regional Med. Ctr. 800 S. Main St. Corona, CA 92882	990 990 1992	Acute Care Hospital	Yes No No	Gabe Silva Dir., Mktg & Comm. Relations	John Calderone CEO (909) 736-6240/736-6310
74. California Steel Industries, Inc. 14000 San Bernardino Ave. Fontana, CA 92335	955 955 1984	Steel Manufacturing	Yes Yes No	Jim Declusin Sr. Exec. V.P. Commercial	C. Lourenco Goncalves President/CEO (909) 350-6200/350-6223 californiasteel.com
75. Amtrax 7920 Lindbergh Dr. Riverside, CA 92508	950 24,000 1993	Transportation (Reservation Office)	Yes Yes No	N/A	Eugene Price Director (909) 789-7950/789-7867
76. Victor Valley Union High School District 16350 Mohave Dr. Victorville, CA 92392	941 N/A 1915	School District	No No No	N/A	Dr. Patricia A. Mark Superintendent (760) 955-3200/245-3128

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## Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services: • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax E-Mail Address
77. Watson Pharmaceuticals, Inc. 311 Bonnie Circle Corona, CA 91720	900 1,800 1983	Pharmaceuticals	Yes No No	Sara Sweet Director, Corporater Communications	Allen Chao, Ph.D. CEO (909) 270-1400/270-1429 watsonpharm.com
78. Consolidated Freightways 11888 Mission Blvd. Mira Loma, CA 91752	850 22,000 1970	Trucking/Transportation	Yes No No	Larry Felix Division Sales Manager	Richard Johnson Division Manager (909) 681-1533/360-3452
79. Mountain High Resort P.O. Box 3010, 24510 Hwy. 2 Wrightwood, CA 92397	850 Seasonal N/A	Ski Resort	No No No	Brad Wilson Marketing Director	Kathee Taylor Human Resources Director (760) 249-5808/249-3155 bwmthigh@qnet.com
80. St. Mary Medical Center 18300 Highway 18 Apple Valley, CA 92307	850 N/A 1956	Acute Care Hospital Not-For-Profit	No No No	Randy Bevilacqua A.V.P. Marketing	Catherine Pelley President/CEO (760) 242-2311/242-0218
81. Redlands Community Hospital 350 Terracina Blvd. Redlands, CA 92373	800 800 1929	Acute Care Hospital	Yes No Yes	Marcia Williams Director Public Relations	James R. Holmes President/CEO (909) 335-5505/335-6497
82. The Toro Company 5825 Jasmine St. Riverside, CA 92504	800 5,000 1962	Irrigation	Yes No No	J. Locasio Executive Assistant	Bill Hughes V.P./General Manager (909) 785-3779/359-1870
83. Parkview Comm. Hosp. Med. Ctr. 3865 Jackson Street Riverside, CA 92503	750 N/A 1958	Medical Center	Yes No No	Deborah Novellino Marketing Director	Norm Martin President/CEO (909) 352-5400/352-5611 marketing@pchmc.org
84. Pacific Bell 3400 Central Ave., #205 Riverside, CA 92506	750 53,000 (Calif.) 1876	Telecommunications	No No No	N/A	Richard Porras Area Vice President (909) 680-8982/680-8994 pacbell.com
85. Yellow Freight Systems 2951 Lenwood Ave. Bartow, CA 92311	750 N/A 1930	Freight	No No No	Mike Mooney D.C. Manager	Mike Mooney D.C. Manager (760) 253-2937/253-6233
86. BF Goodrich Aerospace Aerostructure Group 8200 Arlington Ave. Riverside, CA 92503	735 27,000 1952	Aircraft Components	No No No	Curtis Reusser V.P., Bus. Acquisition	Larry Strand General Manager (909) 351-5400/351-5031
87. City of Pomona 505 S. Garey Ave. Pomona, CA 91769	734 N/A 1888	Municipality	Yes No No	Noelia Chapa Assist. City Manager	Severo Esquivel City Administrator (909) 620-2314/620-3707
88. Fender Musical Instruments 311 Cessna Cir. Corona, CA 91720	700 1,700 1985	Manufacturer of Electric Guitars & Amplifiers	Yes No No	N/A	Doug Mills Sr. V.P. Operations (909) 898-4000/734-4250
89. Roadway Express 17401 Adelanto Rd. Adelanto, CA 92301	700 26,000 na	Motor Freight	No No No	Jim Ferguson District Sales Manager	Bob Stull Division Vice President (760) 246-4101/246-2038
90. Helen G. Stark Youth Correctional Facility 15180 E. Euclid Ave. Chino, CA 91710	685 N/A 1959	Corrections	No No No	Michelle Lee Administrative Asst.	Xavier Ruiz Superintendent (909) 606-5000/606-5001
91. Naval Warfare Assessment Station P.O. Box 5000 Corona, CA 92878-5000	629 707 na	Government U.S. Navy	Yes Yes No	Cdr. Jeffrey Taylor Executive Officer	Cdr. Walter Wright Commanding Officer (909) 273-5123/273-4205 wrightwj@corona.navy.mil
92. The Westin Mission Hill Resort 71333 Dinah Shore Dr. Rancho Mirage, CA 92270	600 170,000 1991	Resort	Yes No No	Richard Harper Director of Sales/Marketing	Naveen Ahuja General Manager (760) 328-5955/770-2138 ranch@westin.com

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2000 Inland Empire Business Journal.

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### The Richness of the Life and Culture of the Navajo Art Exhibit

The Navajo call themselves the Diné, or "the people." From deep canyons to the spectacular scenery of Monument Valley, and the scorching high plains of the Rocky Mountains, today's Navajo continue to revere the varied lands they call "Dinehtah." Their reservation covers 24,000 square miles mainly in Arizona and in the Four Corners region of Utah, Colorado and New Mexico.

The exhibition of 80 objects, dating from 1865 to the 1960s, includes textiles, jewelry, painting, photographs and artifacts drawn from the Bill and Dorothy Harmsen Collection of Western Americana. It was organized by the Colorado Historical Society in Denver, and is being shown in the Owens, Disney, Kemper and Phinny Galleries (Annenburg Art Wing) through Nov. 4, 2001.

Collectors have prized Navajo weavings for more than a century, and the Navajo have actively sold and traded their distinctive jewelry throughout the 20th century. More recently, Navajo painters have captured images of their people and the southwestern landscapes. For the Navajo people, weaving, silversmithing and painting have been a way to retain their ancestral identity and culture.

This presentation is from the Bill and Dorothy Harmsen Collection of Western Americana, courtesy of the Colorado Historical Society.

The Palm Springs showing and educational programs are funded in part by the Museum's Western Art Council. Call 760-325-0189 for more information.

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Ranked by Inland Empire Staff

Company Name Address City/State/Zip	Staff: Inland Empire Co. Wide	Headquarters Yr. Est.	# of Vehicles: Inland Empire Co. Wide	Intl. Delivery? Parcel Delivery?	24 Hr.? Overnight? Rush?	Top Exec. Title Phone/Fax E-Mail Address
1. <b>United Parcel Service</b> 2930 Inland Empire Blvd. Ontario, CA 91764	7,400 330,000	Atlanta, GA 1907	1,100 150,00	Yes Yes	Yes Yes Yes	<b>Tom Campbell</b> CEO (909) 948-8200/948-7855
2. <b>U.S. Postal Service</b> 4150 Chicago Ave. Riverside, CA 92507-9998	476 797,795	Washington DC 1853	1,074 192,900	Yes Yes	Yes Yes Yes	<b>James W. Felts</b> Postmaster/Riverside (800) 275-8777
3. <b>U.S. Postal Service</b> 390 W. 5th St. San Bernardino, CA 92401-9998	355 797,795	Washington, DC 1853	716 192,900	Yes Yes	Yes Yes Yes	<b>Garry L. Miller</b> Postmaster/San Bernardino (800) 275-8777
4. <b>Omega Express Delivery Inc.</b> 5401 E. Jurupa St. Ontario, CA 91761	94 94	Ontario, CA 1987	50 50	No Yes	Yes Yes Yes	<b>Nancy Crysler</b> President (909) 390-5700/390-5701
5. <b>Air &amp; Surface Couriers</b> 2900 Adams Riverside, CA 92607	88 110	Tustin, CA 1983	65 79	Yes Yes	Yes Yes Yes	<b>Paige Cotcamp</b> CEO (909) 358-0405/(714) 832-0995 info@airandsurface.com
6. <b>Emery Worldwide</b> 1590 Archibald Ave. Ontario, CA 91761	65 7,800	Palo Alto, CA 1946	75 na	Yes Yes	Yes Yes Yes	<b>Joe Snedeker</b> General Manager (800) 443-6379/(909) 390-6363
7. <b>Airborne Express (Sky Courier)</b> 1500 Archibald Ave. Ontario, CA 91761	36 20,680	Seattle, WA 1946	103 13,265	Yes Yes	Yes Yes Yes	<b>Dan O'Rourke</b> District Field Service Manager (800)AIRBORNE/(909) 605-2028
8. <b>A - M Couriers</b> P.O. Box 4252 Ontario, CA 91761	35 38	Ontario, CA 1983	35 38	Yes Yes	Yes Yes Yes	<b>L. Ray</b> General Manager (909) 947-5834/947-0507
9. <b>Inter County Business Mail (ICBM)</b> 783 Palmyrita Riverside, CA 92507	25 100	Santa Ana, CA 1984	85 165	No Yes	Yes Yes Yes	<b>Jill Allen</b> Branch Manager (909) 784-1600/684-9970
10. <b>Action Air Express</b> P.O. Box 4058 Ontario, CA 91761	10 10	Ontario, CA 1994	9 9	Yes Yes	Yes Yes Yes	<b>Tom Delaney</b> Owner (909) 476-7126/476-7127 aairexp@aol.com
11. <b>Quick Silver Messenger Service</b> P.O. Box 4456 Ontario, CA 91761	4 4	Ontario, CA 1990	5 5	N/A (Process Server)	N/A	<b>Susan Jolley</b> Owner (909) 947-3525/947-6199
12. <b>Rapid Express</b> P.O. Box 4252 Ontario, CA 91761	4 45	Ontario, CA 1984	49 52	Yes Yes	Yes Yes Yes	<b>Larry Pasley</b> President (909) 923-1000/930-2628
13. <b>Gone Postal Messengers</b> 961 Primrose Ln. Corona, CA 92880	3 3	Corona, CA 1998	3 3	No Yes	No No Yes	<b>Steve I. Palfi</b> President (909) 735-7978/340-9810
14. <b>Anytime Messenger Service</b> 961 Primerose Ln. Corona, CA 92880	3 3	Corona, CA 1999	3 3	No Yes	No No Yes	<b>Steve A. Bergman</b> President (909) 735-2199/340-9810
15. <b>Federal Express</b> P.O. Box 727, Dept. 1841 Memphis, TN 38194-1841	na 98,000	Memphis, TN 1973	na 31,000	Yes Yes	Yes Yes No	<b>Fredrick W. Smith</b> Chairman/CEO (800) 238-5355

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2000 Inland Empire Business Journal.

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ADVERTORIAL

AppleOne Services: More Than an Employment Service

With the ever-changing marketplace, employment services have become much more than recruiters. Through innovative programs such as Rehirement and AppleCore Assessment Series, along with separate divisions specializing in the technology and accounting fields, AppleOne Employment Services is redefining the staffing service industry.

AppleOne founder and employment service pioneer Bernard Howroyd has observed marketplace trends from the front line since the company's inception in 1964. "Nowadays, an employment service should provide a nurturing environment and act as a full partner in the growth and development of the business it serves," Howroyd says. "The only way you can do this is to provide the services your clients need at a cost they can afford."

AppleOne's reach extends far beyond traditional clerical staffing. "Gone are the days when employment agencies meant only temporary clerical workers," says Howroyd. "Today, our clients demand variety and so we recruit at all levels—from the front desk to the executive boardroom—and we offer more services than ever before." As such, AppleOne provides a wide variety of services to meet the needs of each of its clients:

AppleCore Assessment Series

AppleOne created the AppleCore Assessment Series in conjunction with AON Consulting. The series evaluates separate positions in four different categories: the Professional Assistant, Office, Customer Service, and Manufacturing Assembly series. The software was carefully tailored to each job function to ensure these tools demonstrate a clear link between test performance and success on the job. "The AppleCore Assessment Series has been scientifically proven to be an appropriate and relevant predictor of job success," Howroyd says. "But more importantly, we have first-hand knowledge that it works—our clients and our candidates alike report high satisfaction."

Rehirement®

AppleOne designed the

Rehirement® program to help mature people re-enter the work force and better market their previous experience and skills. Participants continue to put their expertise to good use while learning new skills. AppleOne provides free computer tutorials to those applicants not familiar with the software as well as those who may need a refresher course. Most importantly, Rehirement® allows its participants to control their own schedule without sacrificing their lifestyle. "Rehirement isn't an end," Howroyd says. "It is a beginning of a whole new menu of choices."

AppleOne Payroll & Tax Filing

AppleOne Payroll & Tax Filing Services was launched in 1996 to offer businesses an alternative to inflexible, restrictive national payroll vendors and the high costs and aggravation of performing payroll themselves. Its emphasis on customer service and client satisfaction has won it a phenomenal client base since its inception. Howroyd says that flexibility is the most important, but rarest of qualities to find in your payroll vendor. "Ideally, your payroll vendor will have no generic, mass-marketed mainframe systems. No matter how large or how small, a payroll service should design a system especially made for your company," he emphasizes. "AppleOne customizes every one of its accounts to fit the needs of each individual client."

At-Tech Staffing Services

Howroyd realized early on that technology is the wave of the future, so he launched At-Tech Staffing Services to meet the ever-increasing needs of technology professionals. The company provides specialized staffing services for high-tech, financial, accounting, and travel. At-Tech, formerly known as AppleOne Technologies, manages, recruits, and places technical professionals in the information, manufacturing, electronics, biotechnology, and high-tech environments. "The demand for good, qualified technical people is huge," Howroyd says. "With AppleOne's emphasis on candidate development and our commitment to bur-

geoning technologies, we've managed to put together one of the most extensive databases of experienced IT workers in the country."

Accounting Advantage and ProTravel Divisions

AppleOne created its Accounting Advantage division to specifically cater to the needs of those looking to work in the accounting and financial fields while ProTravel manages, recruits, and places travel professionals within the travel and tourism industries. Both have enjoyed phenomenal success. "We have the most experienced and talented professional state-of-the-art technology to take the risk out of hiring new employees by providing comprehensive information about potential employees in half the time and at half the cost of other services. This is what has established AppleOne as the preeminent force in the employment industry," says Howroyd.

Unique and innovative solu-

tions are the earmarks of AppleOne. By listening and understanding its clients' needs, the company has designed many innovative programs to help both the employer and employee alike.

Howroyd says that employment services will have to concentrate on business development if they wish to remain competitive. "You've got to have programs that help businesses maximize their resources and help employees continue to learn," he explains. "The new programs from AppleOne are revolutionary in that we're the first to introduce such services, and we've made it easier than ever to use."

AppleOne is the largest privately-held employment service in the world. With more than 250 offices throughout North America, AppleOne has achieved more than one million career results. For a free consultation, call (800) 564-5644 or visit the Web site at www.appleone.com.

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# Room Service at The Disneyland Hotel

by Joe Lyons

Believe it or not, the Disneyland Hotel has only recently been owned by Disneyland. When the park first opened in the 50s, Walt licensed the name and it ran independently of the Disney company until the 90s. Now, the hotel belongs to the company and the whole package has come together

entire meal here, including bread and butter and a garden salad (\$16.95). Stuffed mushrooms (\$8.95) were a little dry but very well stuffed. If there was any real shortcoming, it was the seating. At least one more chair in the room would have been a great help.

Service is impeccable, both upstairs and at the front counter. There is even toothpaste and a

along Harbor Boulevard are being bought up, and the utility infrastructure is becoming more appropriate to the new designs.

This means that the interchange to I-5 is changing and things like sewers and power transmission lines are being moved. The end result will be a more "Disneyland friendly" Anaheim and a more "Anaheim friendly" Disneyland.

Park, Venus Beach and the Santa Monica Pier — plus touches of Hollywood and Cannery Row. Even Rancho Cucamonga's Mission Foods will have a new tortilla factory.

When Disney built his Florida facility, he used the lessons he learned from California. He built up on an unincorporated location where he could control the area around the grounds. Now the company is working to do the same thing in Orange County. It takes a little longer because of the development over the last 45 years, but the end result should be exciting for everyone in Southern California.

With so much to see, just in observing the food preparation and the business of making changes to a facility that is already up and running, I elected to stay a second night. There was another reason for this. The Disney people are very proud of their new closing fireworks display and I have to say, "rightly so." I have heard many shows described as

synchronized. But this

one really is. Launchings and explosions are truly timed exactly with the music and it fires off just like it is supposed to. Of course, it's all Disney music and the Aladdin song, "A Whole New World," seems to come up a little too much ... but the end result is glorious.

One final note. Like any good hotel, The Disneyland leaves those little cards for you to leave on the doorknob before you retire, to check off what you want for breakfast. Breakfast is served on time and hot. It may be run by a mouse, but room service at the Disneyland Hotel is as good as any I've found.

*The Disneyland Hotel is located at 1150 W. Cerritos Ave. in Anaheim CA. For reservations call (714) 956-6400 or visit the Web site at [www.disneyland.com](http://www.disneyland.com)*



nically.

You might think that a place made famous by talking mice and flying elephants would cater to a hot dog and pizza crowd, but it turned out this was not true. In fact, the Disneyland Hotel has made a mark, not just as a tourist stop, but as a place for proms, family reunions and business meetings. The theme park across the street is just a plus for such events.

Dinner in the room began with a slow-roasted prime rib with a baked potato the size of a football (\$26.50). The fish and chips (\$7.95) is made from deep fried East Coast cod with fries and tartar sauce. Steamed jumbo asparagus comes a la carte with Hollandaise sauce (\$6.95).

Shrimp Scampi, which might be an appetizer at other places, is an

brush, along with the other amenities in the bathroom.

The biggest distraction in the main lobby was a big screen TV where dozens of kids gathered to watch "The Lion King." Stepping on children is frowned upon here. The various restaurants and bars on-site are named after Disney characters, just like the park. The pool in the middle of the complex is shaped like Peter Pan's Never Land. Next to the pool is the Lost Bar.

A new facility is being added next door called the Disneyland Pacific Hotel. Even more important, as I look out over Anaheim, is the fact that Walt himself was sort of at odds with the city when he first opened up in 1955. Now that the company has a more positive cash flow, you can see that old "mom-and-pop" motels and tourist traps

All of this is going on while the hotels are being changed and the park is undergoing new construction. Well, Walt once said that it would never be finished.

Both hotels have big wide drive ups and valet parking. Both have full amenity lobbies. Neither suffers from the old Las Vegas theory of making the rooms unbearable in order to get the people to go downstairs.

The reason for all of this is simple. No doubt you have noticed that the ads for Disneyland refer to it as Disneyland Park. The complete facility, when both of the hotels are completed, will be a Disneyland Resort, including an entirely new part where the parking lot used to be.

This new part is called Disney's California Experience and it will look a lot like Newport's Balboa

SECOND PAGE 3

## Non-Profit Greenhouse Almost Complete

In the Pass area of Riverside County, tucked away in a residential area of the city of Beaumont, is a small day program for adults with mental retardation and other developmental disabilities, called Pass Resource Center (PRC). At the center, run by long-time Riverside non-profit, Arc Riverside (formerly known as the Association for Retarded Citizens), people with severe and profound disabilities learn life skills and other critical accomplishments that make them as independent and self-reliant as possible.

For several years, the director of PRC, Pat Duncan, has wanted a horticulture/greenhouse program for her clients. The agency owns a large lot that is part of the grounds for the present program and, to date, it has seen little use. She noticed that several of her clients have a keen interest in flowers and plants and love to work with them. Two years ago, the project moved to the front burner when Banning architect and board president of the association, Ray Strebe, located several builders and one municipality that said they would buy

plants from PRC should they carry through on this project.

The association wrote grants for the program and the end result is a finished free-standing greenhouse that has everything except supplies and equipment for beginning the program. Special adaptations have been made that will allow people in wheelchairs to navigate inside and participate fully. Some of the funds for the inside have come from a generous, local grant-giver in the Pass area known as the Laura May Stewart Foundation. Additional revenue is needed to make the project operational. Duncan estimates that several thousand dollars are necessary to acquire the materials that will allow her clients to begin their long-awaited tasks.

Arc Riverside operates programs in Moreno Valley and Riverside as well as the Pass area and was incorporated as a non-profit in 1953 by parents of chil-

dren with mental retardation — as an alternative to sending them away to state hospitals.

Not only is this good for people with developmental disabilities and their families, but programs

PRC did not exist.

Arc Riverside also does advocacy on behalf of this population and has educational programs to reduce the incidence of this disability. Most notable of these efforts is a program underway in Inland Empire schools to educate high school students about Fetal Alcohol Syndrome, the number one preventable cause of mental retardation.

Arc Riverside is hopeful that the communities of Western Riverside County will embrace this project and help them, help themselves. "We expect to realize a small profit from this program in about a year," says Strebe.

"This project will certainly enhance our overall program, but more importantly, I believe it will enrich the lives of many individuals who have much more to offer than people think," says Ms. Duncan.

*Donations specific to this project can be sent to: Arc Riverside, 8138 Mar Vista Court, Riverside, CA 92504. For more information, call them at 688-5141 or visit their web site at [www.ArcRiversideCA.org](http://www.ArcRiversideCA.org).*



*Pass Resource Center Greenhouse, Beaumont, California.*

such as these are a bargain for California taxpayers. The average annual cost to sustain a person with mental retardation in a state hospital is \$165,000, versus an average cost of only \$9,800 for living in their home community. This includes the cost of a group home. Many of the individuals attending Pass Resource Center would be in a state hospital if programs like

## Cabazon Band of Mission Indians Merges Printing Operation

The Cabazon Band of Mission Indians and the Coachella Valley Printing Group Inc. have announced a merger of printing operations. The merger provides local citizens and businesses with expanded services in one location.

The Cabazon Band of Mission Indians' printing operation, known as Fantasy Press Printing & Graphic Design, opened in 1998, under the management of the band's second vice chairman, Marc Benitez. As Benitez became more involved in tribal policy issues, the Cabazon tribe began looking for a partner to oversee Fantasy Press.

John Edwards, the owner of

Coachella Valley Printing Group, was chosen by the Cabazons, because of his expertise and the 25 percent growth rate of his business since he



*Photo by Richard Sackley, Cabazon Band of Mission Indians John Edwards (left), president of Coachella Valley Printing Group Inc., and Marc Benitez, second vice chairman of Cabazon Band of Mission Indians examine a 4-color print job during a tour of the Indio print shop on July 20.*

moved to Indio from England in 1989. The band turned over its Fantasy printing equipment in exchange for an equity interest in the CVPG venture.

## Claremont Natives Pioneer Restaurant Reservation Web Site

by Erin Bradford

Imagine walking up to one of the most popular restaurants in town and being able to sit down without a wait. Your server comes to the table and, before you say a word, wishes you and your spouse a happy anniversary, and asks if you'd like a particular wine to be sent to your table. Is this too good to be true? foodline.com makes this dream a reality.

Paul and Deborah Lightfoot, originally from Claremont, Calif., founded foodline.com in June, 1998. Since then, they have garnered much attention from both restaurants and customers who use the Web site. foodline.com Inc., is a telephone and online restaurant guide and reservation network that

allows restaurant customers to find and make real time reservations for even the most popular restaurants in town.

Currently, the Web site has information about restaurants in more than 20 cities, including New York, Philadelphia, San Francisco, and Las Vegas. They plan to have a database for Los Angeles within the next month.

The site also gathers personal information from customers, such as birthdays and anniversaries, and notifies the restaurant at which the reservation is made about the occasion. "This is a great service, because it allows the restaurants to have an understanding of who their customers are," said Caitlin Dowe-Sandes, account supervisor at Kratz

*continued on page 48*



# Inland Empire Restaurant Review

## In Praise of Corn on the Cob

by Joe Lyons

Summer foods are a special treat. Iced tea. Potato salad. Coleslaw. Fried chicken. Hamburgers.

And my personal favorite — corn on the cob.

As with most of these foods, we may agree on the concept, but argue the esthetics. Should chili have beans? Does the barbecue sauce go on during the grilling or

after? Should the fat be boiled off the ribs before they go on the fire?

The first thing I can tell you about corn on the cob is that you have to prepare it at home. No restaurant can do it right. Like pasta, if corn is in the water for too long, you have nothing but mush. Fast-food restaurant cobs, which sit in hot water all day, are notorious for this. The same sort of thing can happen if you buy those little frozen “cobbettes”

from the grocery store.

It has been said that the best way to enjoy fresh corn is to build a fire in the field and then bend the stalk over and dip the ear into boiling water.

There was actually one Inland Empire restaurant that served good corn on the cob. That was the late, lamented, American Wilderness Grill in the Ontario Mills Mall. Their secret was not to boil it or steam it, but rather to grill it.

Even here you will find debate. Some grill the ears wrapped in foil. Some pull down the shuck and butter up the corn and then re-wrap it before they put in on the grill. The American Wilderness served the corn with the husks still on, but pulled back with grill marks on the kernels themselves. I never did find out if they prepared it that way or if it was just an affectation for presentation purposes.

According to the book “Grilling for Dummies,” only the outer husks should be removed. The inner ones should be pulled back so that you can remove the silk, then pull the inner husks back up, wrap them up with kitchen twine and grill for 10 to 15 minutes over medium heat. Next, it goes on, take the ears off, butter and salt and pepper to taste and put them back on with no husks for five more minutes. The

book debunks the theory that grilled corn needs to be soaked in water first.

Yellow corn, properly steamed or boiled, should come out golden. On the grill, that last step should add a charred look to the golden kernels.

Then again, we are talking about what I like, yellow corn. There are those who believe, especially in Chino, that the white corn is sweeter. People I have talked to at the Decker Sweet Corn stand at Riverside and Mountain, are absolutely sure that it is sweeter. Depending on how tender the kernels are, they will boil their ears for as long as 30 minutes.

Legend has it that the Indians introduced European colonists to corn some 400 years ago. They called it “maize.” The lesser-known term for it was, “the god you eat.”

Today, it can be served creamed, popped, mixed in salads, flaked for breakfast, chipped for dips and oiled for frying. It is truly one of our more versatile foods.

There is just nothing like an ear dripping with butter and covered with salt and pepper, crisp and snappy to the bite. By the way, before you start e-mailing me, yes, I use little plastic holders. Many don’t. Of course, that’s another debate for another time.

### Claremont natives...

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& Jensen Inc. Paul Lightfoot himself agrees that the customer tracking is beneficial to both sides. “Airlines have been tailoring service with frequent flier programs and [customer tracking] databases for years. Now the Internet makes the same possible for the low-margin restaurant business,” he explained.

In October 1999, Ticketmaster CitySearch invested \$5 million and offered a very attractive partnership to foodline.com. As CitySearch has more restaurant-information search traffic than any other site, the Lightfoots quickly accepted the partnership.

foodline.com also joined Share Our Strength, one of the nation’s leading anti-hunger, anti-poverty organizations, in the fight to end hunger in December 1999. foodline.com agreed to donate a percentage of its proceeds from all on-line reservations in an effort to raise awareness and funds to support the nation’s anti-hunger programs. “At a time when Americans are dining out in record numbers, it is important that we not lose sight of those less fortunate who cannot enjoy these prosperous times,” said Paul Lightfoot.

Paul Lightfoot came up with the idea of an on-line reservation service in March 1998. A few weeks later, the Lightfoots’ father died of polio. In his hometown of

Claremont, Paul, who grew up there and went to Claremont High School, reflected on his life and worked up the nerve to start foodline.com. “This company was sort of a tribute to my father,” he said. “My dad had been told he couldn’t go to medial school because of his polio, but he got into Yale and became a cardiologist ... I guess [foodline.com] is my subconscious way of taking on some challenges myself.”

Deborah, who also grew up in Claremont and went to Lutheran High School, came on board to join Paul because she had experience in equity analysis. In fact, he came to her in order to receive advice on the financial aspects of the new Web site. “Paul was not really a finance person, and he started monopolizing all my time,” she said. So, Deborah joined foodline.com as chief financial officer and treasurer. Paul took his place as president and chief executive officer.

foodline.com is truly a family affair; Paul and Deborah’s cousin Deirdre Lightfoot heads the west coast sales team. She grew up in Pacific Palisades and currently resides in Los Angeles.

Although the idea of two siblings working so closely together sounds awful to many, the Lightfoots seem enthusiastic about their partnership. “They work very well together,” Dowe-Sandes attests. “They each bring something very unique to their job.” Deborah Lightfoot agrees. “It’s exhilarating — so much fun.”

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## The Art of Tasting Tequila

Through time, the world has been interpreted by the senses. The memory of that garden in our childhood, or the tempting smells of our grandmother’s kitchen captured by our noses, transports us with nostalgia to the past.

The fine arts, such as music or painting, dazzle our sight and our hearing, as well as they raise our spirits.

Nowadays, education and refinement of our senses allow us to deeply evaluate not only sounds, shapes or colors, but also smells. Currently, cigars, wine, cognac and tequila are tasted to perceive their intensity, magic and “charisma.”

Our senses take us to a hedonistic

and 50. However, the time factor must not discourage us, because what is most important in the learning process of tasting — is training. In order to do this, we must learn how our brain works. It is not true that we can only smell with the sense of smelling; our brain measures the intensity of the stimulus, compares it, and then tries to describe it.

A new sensation cannot be registered like perception. That is, if we have never smelled cooked agave, it will be very difficult to find it in the information kept in our brains.

The key, then, is to appreciate aromas and try to describe them. Raw agave remind us of corn cane; cooked agave is very similar to the smell of cooked squash or sweet potato. If we recognize these smells, we will be able to identify them.

What happens when trying to find one of these notes in a glass, we are confused and cannot define them? We can try another ‘trick,’ which is to smell our own skin, because it contains our odor and this way cuts the previous identified smell.

Every human being perceives stimuli in a different way. This is called ‘umbra.’ An umbra is then the minimum amount of stimulus required to perceive it. There is also ‘smell blindness,’ which is the inability to recognize an aroma.

Physiological aspects can be determinant in tasting, but the psychological ones can determine our appreciation — in a positive or negative way.

When tasting, you must order samples from very simple to more elaborate, from less to more alcohol volume. That is, first try a white tequila, then a ‘rested’ one, and then an aged one. What happens if you first taste aged tequila and then a white one? The impression you would receive would not let you appreciate assertive white tequila, since your senses will be saturated with the most complex one.

It is important not to taste more than five samples of tequila per session. To start the tasting session, you must clean your mouth with a piece of bread, preferably not salty,

and rinse with water. After tasting each one, you must spit out the sample.

The best time for tasting is around noon when our senses are wide-awake.

The ideal glass is the globe type, totally transparent so you can appreciate the colors and turning-in edges, which help concentrate the aromas. You must not forget to pour the liquid to a third of the glass, so you don’t spill it.

The distance between your nose and the glass must be three or four centimeters. You must try not to get it too close to the tequila, because it is very highly concentrated in alcohol and you would not be able to find a variety of aromas.

When turning the glass with your hand, you are increasing the aroma surface and the visual


impact, which is important to the appreciation of notes and colors.

If you get your nose to the glass before the turn, running it slowly, you will find different aroma intensities. The turn activates a more complex, shiny variety.

Taking notes on the color or the aroma is very useful; it will help you to remember its characteristics and in this way you can keep a record of your experiences.

There are different techniques of tasting, but the one that lets us taste the tequila the closest way to how we perceive it, is the descriptive one...because it takes our senses to meet the defined personality and style of a great tequila.

Remember, you don’t need to be an expert taster, people’s preferences determine what they like or not, so go ahead!



## Wine Selection & Best Rated

by Bill Anthony

<b>Blackstone</b> 1998 Chardonnay \$10.00 Monterey County, California	<b>Lake Sonoma</b> 1997 Zinfandel \$15.00 Dry Creek Valley, California
<b>Oxford Landing</b> 1998 Grenache \$9.99 Oxford Landing Estate Vineyard, South Australia, Australia, Limited Release	1997 Zinfandel \$20.00 Alexander Valley, California, Old Vine
<b>Llano Estacado</b> 1999 Chenin Blanc \$6.99 Texas, Cellar Select	<b>Guenoc</b> 1997 Cabernet Sauvignon \$30.00 Napa Valley, California, Bella Vista Reserve
1998 Shiraz \$9.99 Oxford Landing Estate Vineyard, South Australia, Australia, Limited Release	1998 Chardonnay \$12.00 California
1998 Passionelle \$9.99 Texas, Rhone Style Red	1997 Petite Sirah \$18.50 North Coast, California
<b>Lake Sonoma</b> 1996 Cabernet Sauvignon \$24.00 Alexander Valley, California	1998 Sauvignon Blanc \$14.00 North Coast, California
1997 Zinfandel \$24.00 Saini Farms, Dry Creek Valley, California	<b>Eberle Winery</b> 1997 Zinfandel \$20.00 Sauret Vineyard, Paso Robles, California
	1997 Zinfandel \$16.00 Paso Robles Steinbeck Vineyard, California



Bullet train...

continued from page 6

Vegas to Anaheim route through Ontario; one from LAX to Riverside through San Bernardino, and yes, again, a run north from Los Angeles. This would be a glorious system that will take until 2016 to complete.

The price tag for all of this runs into the billions — but talk is cheap. It would greatly cut down on that long parade of cars down the Cajon Pass on Sunday nights if there was a quicker, cheaper way to get to Las Vegas for the weekend.

But these stories have been

around for so long, that it has become very much like the boy who cried “wolf.” Around here we need schools and roads and bridges. If people have to sacrifice them for a trip up to see Siegfried and Roy, then it is just not worth it! If they are saddled with tax surcharges for bullet trains when gas is almost \$2 a gallon, they don’t need them.

Mag-lev may or may not be mass transportation for the 21st. century, but at this point a decision should be made to build it or not build it, and stop dangling the concept in front of the residents of this region as if they were gullible children.

Los Angeles Takes Credit ...

continued from page 6

But, contrary to the news reports, L.A. is not the first city to implement such a program. The San Bernardino Valley Humane Society has been using such chips for nearly eight years, and San Bernardino gladly proclaims that San Francisco introduced the chips some 13 years ago.

The chips themselves are a good idea, if only to prevent those tragic stories of little kids whose doggie got put to sleep because its owner couldn’t be found in time. All humane societies and animal shelters have promoted the concept of spaying and neutering pets. Overpopulation of animals and the disposable attitude that many people

have to them is a continuing problem. Some unwanted animals even get tossed out onto highways and the traffic does the rest. Such deeds are tragic. We respect the work that humane societies do to help our furry friends. Still, this kind of work should be done together, not in competition.

L.A. does not need to be bragging about being the first in something that it is nearly 15 years late in. Maybe it was a slow news day. Maybe some young public relations rep got carried away and the local news directors didn’t bother to do their homework.

The Inland Empire has had the chip service for pet owners for years. Many other cities now do it. The Los Angeles Humane Society owes the dedicated people out here in the Inland Empire, an apology.

MANAGER’S BOOKSHELF

European Companies’ Involvement in the Global Business Environment

“A Time for Leadership: Global Perspectives From an Accelerated European Marketplace,” by John R. Childress; Leadership Press, Los Angeles, California; 2000; 196 pages; \$25.

As you contemplate a computer screen darkened by yet another power failure, listen for the laughter of closet technophobes as they whisper, “I told you so.” Then let your heart fill with pity. They’re becoming extinct and they know it. Even in Europe.

Author John R. Childress interviewed more than 60 CEOs of major European business organizations and all of them make essentially the same point:

“External forces and multiple factors, any one of which would throw most companies off-kilter, are already compelling businesses to behave differently. Computing power continues to expand, forcing us to re-evaluate how we manage information. European companies have to get out into the global environment in a major way, and at the same time do business very differently within Europe in order to cut costs, improve quality, and reduce the time it takes to get products to market.

To change the ways in which things are done, we have to fundamentally shift how we do business. And that takes leadership! Change must be led—it cannot be mandated.”

There is an unusual, if not unique, twist to the book. The advice offered comes from European CEOs, who mostly cite U.S. CEOs as the source for their ideas. Strangely enough, the U.S. sources of advice may be talking the talk, but comparatively few are walking the walk.

In other words, not only are leadership concepts just as valid on both sides of the Atlantic, so is the need to implement them. That’s one reason why the chapter headed, “Shadow of the Leader,”

may be the pivotal point of the book for American readers.

Childress points out that companies fail not only through poor sales results and under-capitalization, but because of classic brain drain brought on by slumping morale. According to the author’s findings, some of the most basic causes for this include:

- \* “Expenses and salaries being cut everywhere in the organization except on the top tier.”
- \* “Teamwork touted as a core value for the company, yet the senior team makes it plain they don’t really like each other and don’t work well together.”
- \* “The organization asks people to change in major ways, but the leaders are not modeling the change.”
- \* “Personal development is pro-

moted as a way to attract new talent, yet middle managers haven’t had a face-to-face performance review with their boss in years.”

There are major U.S. companies—as well as many smaller operations—that find their own morale headed downhill for one or more of the same reasons. The concept of “Do as I say, not as I do,” has been a recipe for disastrous leadership since biblical times.

The importance of the book isn’t simply its emphasis on the greater need for leadership in a rapidly evolving business world. That was re-discovered when senior executives realized that cost accounting only permitted them to be masters of the obvious. The book’s real strength is the author’s ability

to show how some very serious Europeans are re-learning the importance of leadership on the bottom line.

Author, Childress, implies that Europe’s weakness is the lack of single, cohesive culture, which affects both marketing and internal management. He notes that European corporate executives are overcoming this weakness. That may be overly optimistic, but there is no doubt that it is happening.

There’s a banquet of good ideas to digest in “A Time for Leadership.” If you’re a manager in a U.S. company, you may want to read it before the Europeans start eating your lunch.

—Henry Holtzman

MBA/Executive Programs in the Inland Empire

Listed Alphabetically

Name Address City/State/Zip	Programs Offered MBA/Enrl. Executive/Enrl.	Faculty to Student Ratio # Full Time Faculty # Part Time Faculty	Type of Institution Year Founded	Tuition & Fees: MBA Prog.: CA Res./Non-CA Res. Exec. Prog.: CA Res./Non-CA Res.	On Campus Rm. & Board. # Yrs. Wk. Exp. Req. for Admittance	Av. Grad. Starting Salary: MBA Program Executive Program	Top Local Executive Title Phone/Fax E-Mail Address
California Baptist University 8432 Magnolia Ave. Riverside, CA 92504	Yes/45 No	1:18 7 5	Christian Liberal Arts 1950	48 Units - \$115,888/Same N/A	N/A	N/A	Gail Ronveaux Dir. of Grad. Svcs. (909) 343-4249/351-1808 gradservice@calbaptist.edu
Cal Poly, Pomona 3801 West Temple Ave. Pomona, CA 91768 Professional MBA program contact: Kathy Hildebrand (909) 869-3551/869-4559	Yes/475 Yes/200 (Pro. MBA Program)	1:12 110 20	State University 1938	\$1,920 per Year/\$7,168 per Year \$5,200 per Year for Pro. MBA Program	N/A 2 Years Managerial/Supervisory	N/A	Dr. Eric J. McLaughlin Dir. of Grad. Studies (909) 869-2363/869-4559 pmba@csupomona.edu
Cal. State Univ., San Bern.* 5500 University Parkway San Bernardino, CA 92407	Yes/412 Being Developed	1:18 71 0	State 1972	0-6 Units \$418.50 quarterly, 6.1+ Units \$640.50 quarterly/same +\$164 per Unit \$300 per unit	\$4,965 5 Years Managerial Experience	N/A N/A	Sue Greenfield, D.B.A. MBA Director (909) 880-5703/880-7026
Cal. State Univ., San Marcos San Marcos, CA 92096-0001	Yes/150 No	1:16 30 5	State University 1989	\$8,000/\$12,000 (+Books, Parking, Catered Lunches) N/A	N/A 3-5 Years	\$62,000 N/A	Dr. Jack Leu Dir. of MBA Programs (760) 750-4267/750-4263 mba@csusm.edu
La Sierra University* 4700 Pierce St. Riverside, CA 92515-8247	Yes/37 No	1:10 4 6	Private 1922	\$12,501 N/A	\$9,362 N/A	\$35,000 N/A	Lizette Norton Human Resource Director (909) 785-2022/785-2087
Peter F. Drucker Graduate School of Mgmt. Claremont Graduate University 1021 N. Dartmouth Ave., Claremont, CA 91711	Yes/220 Yes/200	1:9 15 32	Private 1925	\$25,000/N/A \$17,200/N/A	N/A 3+ Years	\$73,000 \$250,000	Henry Y. Hwang Dean (909) 607-7811/607-9104 drucker@cgu.edu
University of La Verne 1950 Third St. La Verne, CA 91750	Yes/943 No	1:14 15 172	Private 1891	\$380 per Unit N/A	N/A N/A	N/A N/A	Verne Orr Dean, Sch. Bus. (909) 593-3511 ext.4216 orr@ulv.edu
University of Redlands 1200 East Colton Ave. Redlands, CA 92374	Yes/439 No	1:16 29 275	Private 1907	\$425 per Unit/Same N/A	N/A 5 Years	\$51,700 N/A	Mary Boyce Dean (909) 335-4041/335-3400
U. of Calif., Riverside Graduate School of Mgmt. Anderson Hall Riverside, CA 92521	Yes/150 Yes/110	1:18 33 5	State 1950	\$1,700 - \$5,100 per Quarter \$2,200 - \$2,500 per Course	N/A N/A	\$51,700 N/A	Don Dye Dean (909) 787-6329/787-3970 don.dye@ucr.edu
University of Phoenix 337 North Vineyard Ave., Ste. 100 Ontario, CA 91764	Yes/153 No	1:18 7 162	Private 1976	\$372 per Unit N/A	N/A MBA-3	N/A N/A	Jeanne Lochart Campus Director (800) 888-1968 (909) 937-2424 jgloch@apollogrp.edu

N/A = Not Applicable WND = Would Not Disclose na = not available. \*Failed to provide updated information by deadline; data repeated from last year. The information in the above list was obtained from the colleges listed. To the best of our knowledge, the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2000 IEBJ

Best-selling Business Books

Here are the current top 10 best-selling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.

1. “The Tipping Point: How Little Things Can Make a Big Difference,” by Malcolm Gladwell (Little Brown & Co \$24.05) (2)\* The dynamics behind sudden social changes affecting business.
2. “The Millionaire Mind,” by Thomas J. Stanley (Andrews & McMeel \$26.95) (1) Millionaires give interviews about what makes them tick.
3. “Six Sigma,” by Mikel J. Harry and Richard Schroeder (Doubleday \$27.50) (4) How a new approach to quality control yields more profits.
4. “Blown to Bits,” by Philip Evans and Thomas J. Winston (Harvard Business School \$27.50) (3) How information technology transforms business strategy.
5. “B2B Exchanges,” by Arthur B. Sculley & Arthur Scully (ISI Publications \$27.50) (7) Why more business-to-business commerce is now done on the Web.
6. “The Millionaire Next Door,” by Thomas J. Stanley and William D. Danko (Longstreet Press \$22) (5) Millionaires are made of discipline, work, and frugality.
7. “Play Like a Man, Win Like A Woman,” by Gail Evans (Broadway Books \$16.76) (6) The rules of the business game for women.
8. “First, Break All the Rules,” by Marcus Buckingham and Curt Coffman (Simon & Schuster) (10)\*\*\* Great managers break the conventional rules about management.
9. “The New New Thing,” by Michael Lewis (Norton \$25.95) (8) Stalking Jim Clark as he prowls Silicon Valley.
10. “Permission Marketing: Turning Strangers Into Friends and Friends Into Customers,” by Seth Godin (Simon & Schuster \$24.00 \*\* Building relationships to build sales.

\*(5)— Indicates a book’s previous position on the list.

\*\* — Indicates a book’s first appearance on the list.

\*\*\* — Indicates a book previously on the list is back on it.



NEW BUSINESS

**\$99 Furniture Store**, 541 N. Main St., #106, Corona, CA 92880-2055, Dawn Klem  
**1 Stop Auto Shop**, 1030 N. Mountain Ave., #383, Ontario, CA 91762-2114, Amber Smith  
**1st Choice Plumb Heat AC**, 2397 Mary St., Riverside, CA 92506-5030, Otis Ballard  
**1st Rate Marketing**, 5016 Windhill Dr., Riverside, CA 92507-5962, Erik Green  
**2 Cute Lingerie**, 1026 N. California Ave., Beaumont, CA 92223-1620, Diane Amato  
**2 Day Signs**, 1231 S. Buena Vista St., Ste. F, San Jacinto, CA 92583-4663, Debbie Shearer  
**21st Century Realty**, 22810 Alessandro Blvd., Ste. A, Moreno Valley, CA 92553-8549, Robert Isaac  
**2glam**, P.O. Box 7279, Redlands, CA 92375-0279, Damian Garcia  
**4 Side Video Productions**, P.O. Box 1504, San Bernardino, CA 92402-1504, Mike Fujie  
**5150 Customs**, 12321 Sampson St., Ste. N., Riverside, CA 92503-4810, Laurie Forsythe  
**7 Days Tailoring**, 22500 Town Cir., Ste. 2008, Moreno Valley, CA 92553-7515, Jose Martinez  
**7days Liquor**, 1001 E. Williams St., Barstow, CA 92311-3145, Fawzi Alsawalhah  
**96 + Discount Store**, 1014 N. Waterman Ave., Ste. E., San Bernardino, CA 92410-3810, Sang Lee  
**A & A Plumbing & Rooter Svc.**, 2032 S. Plum Ave., Ontario, CA 91761-5359, August Culver  
**A & D Auto Repair**, 9000 Arlington Ave., Ste. 115, Riverside, CA 92503-1265, Asad Essukhun  
**A & D Concrete**, 2130 Blake St., San Bernardino, CA 92407-6304, Sarah Davis  
**A & D Concrete**, 303 W. Merrill Ave., Rialto, CA 92376-6317, Sarah Davis  
**A & J Printing**, 16235 Randall Ave., Apt 5, Fontana, CA 92335-5513, Alejandro Sanchez  
**A & J Rentals & Party**, 3660 Kansas Ave., Riverside, CA 92507-4369, Estela Engelhorn  
**A & Sons Towing**, 2901 S. Riverside Ave., Ste. E., Colton, CA 92324-3336, Michael Hurtado  
**A & T Enterprise Co.**, 2018 Clearwater Cir., Upland, CA 91784-7914, Almoataz Alayoubi  
**A & W Mobile Car Care**, 43264 Burr St., Indio, CA 92201-1880, Tyree Wilson  
**A 2 Z Merchandise**, 40142 Ravenwood Dr., Murrieta, CA 92562-5913, Edna Barajas  
**A A A Computerworks**, P.O. Box 715, Running Springs, CA 92382-0715, Lewis Nottke Jr.  
**A A A Star Storage**, 32480 Haun Rd., Corona, CA 92881, Stephen Manfredi  
**A A Affordable Quality Vet Care**, 764 E. 3rd St., Beaumont, CA 92223-2712, Wendelin Ringel  
**A A Auto Wholesale**, 12730 Drew Ct., Moreno Valley, CA 92553-5611, Habibullah Aimen  
**A B & I Spa Repair**, 464 Myrtlewood Dr., Calimesa, CA 92320-1503, Isaac Squyres  
**A Best Buy Transciber**, 2174 W. Foothill Blvd., Ste. E., Upland, CA 91786-3566, Theodore Haas  
**A Big Bear Lock & Key**, 675 Knight, Big Bear Lake, CA 92315, Bill Brownell  
**A C R Computer Haven**, 957 W. Foothill Blvd., Upland, CA 91786-3729, John Piper Lacroix  
**A C Security**, 380 N. Sunrise Way Apt. 10, Palm Springs, CA 92262-6581, Bradley Clay  
**A D M E Inc.**, 541 N. Main St., Ste. 104, Corona, CA 92880-2048, Ed James  
**A F A B Prop & Mgmt. & Maintenance**, 1351 Stillman Ave., Apt. 7, Redlands, CA 92374-4040, Bernadette Clyde  
**A F A Gnc**, 31500 Grape St., Ste. 5A, Lake Elsinore, CA 92532-9702, Ataullah Babuk  
**A G U Enterprises**, 1997 Big Oak Ave., Chino Hills, CA 91709-4761, Victor Agu  
**A M M Construction**, 40380 Desert Creek Ln., Rancho Mirage, CA 92270-4065, Steven Pitchersky  
**A M T Custom Upholstery**, 1559 Brooks St., Montclair, CA 91763, Margarito Mejia  
**A Notch Higher**

**Distributors**, 6718 Mystic Canyon Dr., Chino Hills, CA 91709-3249, Viola Hamilton-Wilkes  
**A O Kay Glass & Screen**, 685 W. Rialto Ave., Rialto, CA 92376-5749, Christopher Kay  
**A One Truck Wash**, 15252 Valley Blvd., Fontana, CA 92335-6359, A One Mobile Wash, Inc.  
**A Paradise Developer**, 12305 Saint Paul Cir., Corona, CA 92883-5214, A So Calif Paradise, Inc.  
**A R C Enterprises**, 12370 Doherty St., Ste. B, Riverside, CA 92503-4850, Alan Cassiano  
**A R Flo Performance**, 13776 Kiowa Rd., Apple Valley, CA 92307-5837, Leo Arciniega  
**A R M Fabrications**, 17946 Redding St., Hesperia, CA 92345-7176, Rodger Ashby  
**A Remedy Rooter & Plumb Inc.**, 101 Granite St., Ste. B, Corona, CA 92879-1285, Anthony March  
**A Sherpherds Flock**, 33122 Grape St., Wildomar, CA 92595-8377, Ruth Dixon  
**A To Z Distributing Co.**, 13339 Mesa Bluff Ct., Chino Hills, CA 91709-3535, Angela Kai Yin Young  
**A Wedding Day**, 7619 Frazer Dr., Riverside, CA 92509-5318, Nily Glaser  
**A1 Notary & Signing Svc.**, 152 Armstrong Way, Apt. B, Upland, CA 91786-6336, Michelle Willette  
**AAAA Four Acts Mobile Detail Svc.**, 43070 Texas Ave., Palm Desert, CA 92211-7811, Lamar Stuessel  
**Affordable Quality Vet Care**, 764 E. 3rd St., Beaumont, CA 92223-2712, Wendelin Ringel  
**Abes Mile High Patrol**, P.O. BOX 519, Lake Arrowhead, CA 92352-0519, Arrowhead Alarm  
**Acapulco Travel & Tours**, 157 N. E. St., San Bernardino, CA 92401-1901, Rodolfo Rocha  
**Accu Stat Claims & Billing Svc.**, 12759 Foothill Blvd., #C113, Rancho Cucamonga, CA 91739-9336, Leslie Reyes  
**Accurate Electronics**, 6692 Brockton Ave., Riverside, CA 92506-3020, Roger Mc Carty

**Ace 1 Mobile Pressure Wash**, 3586 Hadley Dr., Mira Loma, CA 91752-1376, Ruben Cortez  
**Ace Aerial Photo**, 10348 Shoshone Ave., Riverside, CA 92503-5363, Jeffrey Banks  
**Acme Page & Cellular**, 9773 Sierra Ave., #A3, Fontana, CA 92335-Thomas Pyo Hong  
**Action Plus Legal Svc.**, P.O. Box 1427, Upland, CA 91785-1427, Hilda Rand  
**Action Sales**, 1450 University Ave., Ste. H, Riverside, CA 92507-4411, Antonio Lucero III  
**Activate Internet Svc.**, 752 View Ln., Corona, CA 92881-8331, Alfred Rendon  
**Active PDF**, 1101 California Ave., Ste. 209, Corona, CA 92881-6473, Timothy Sullivan  
**Acuity Consult Grp.**, 34868 Mission Hills Dr., Rancho Mirage, CA 92270-1320, Deborah Wilson  
**Adar Capital**, 8350

Archibald Ave., Ste. 140, Rancho Cucamonga, CA David Nunn  
**Adler Donner Co.**, 148 N. Tahquitz Ave., Hemet, CA 92543-4034, Sharleen Sherer  
**Adoption101.Com**, 6690 Alessandro Blvd., #D, Riverside, CA 92506-5327, Randall Hicks  
**American Inst. of Medicine Med. Grp.**, 40100 Washington St., Ste. 115, Indio, CA 92201-9644, American Inst. of Medicine  
**American Pool Construction**, 456 Tava Ln., Palm Desert, CA 92211-9062, Rich Willinsky  
**American Residential**, 26910 Newport Rd., Ste. A, Menifee, CA 92584-9081, Jeff Hemm  
**American Structural Pest Control**, 8777 4th Ave., Hesperia, CA 92345-3646, Gil Gilbert  
**American Univ. of Marshall Arts**, 4875 E. Ramon Rd., Palm Springs,

MORE NEW BUSINESS

CA 92264-1509, Amhad Diab  
**American Vet Door & Trim**, 9275 Orco Pkwy., #5D, Riverside, CA 92509-0910, Charles Hargrove  
**Amy's Barber Shop**, 24021 Alessandro Blvd., #115, Moreno Valley, CA 92553-6707, Hoa Quach  
**Amy's Sm. Claims Recovery Process**, 11159 Saint Tropez Dr., Rancho Cucamonga, CA 91730-6756, Amy Dane  
**Angeles Bar-B-Que & Hamburgers**, 1554 W. Base Line St., San Bernardino, CA 92411-1712, George Kalogirou  
**Angelic Therapeutic Massage**, 1275 W. Foothill Blvd., Upland, CA 91786-3681, Sharon Lewis  
**Angelina's Creations**, 28501 Avenida La Vis, Cathedral City, CA 92234-3775, Mary Jo Dus  
**Angel's Flight**, 223 E. Main St., San Jacinto, CA 92583-4229, Linda Randall  
**Angle's Plants & Flowers**, 370 N. D St., San Bernardino, CA 92401-1519, Sheila Mcdevitt  
**Annie's Artistry**, 4074 Grimsby Ln., Riverside, CA 92505-3414, Annette Phipps  
**Answers S. M. D.**, 37342 Wildwood View Dr., Yucaipa, CA 92399-9538, Daniel Ward  
**Antiqua Trading Co.**, 28061 Jefferson Ave., #5, Temecula, CA 92590-2659, Angie Solis  
**Any Alloy**, 17616 Jurupa Ave., Bloomington, CA 92316-3008, George Melton  
**Any Occasion Baskets**, 14350 Las Flores Dr., Victorville, CA 92392-5466, Charlene Johnson  
**Anza Valley Pharmacy**, 5655 State Highway 371, Anza, CA 92539, Adeyemmi Omilana  
**Apal Coatings**, 1412 Ripchak Rd., Corona, CA 92879-1140, Guillermo Sobero  
**App. Software**, #6733 Pauba Rd., Temecula, CA 92592-9059, Ulf Peter Sundquist  
**Apple Annie Bail Agency**, 255 N. El Cielo Rd., Ste. 129, Palm Springs, CA 92262-6974, Max Stark  
**Approved Cleaning & Maintenance**, 3755 Valle Vista Dr., Chino Hills, CA 91709-2943, Ronald Moritz

**Aqua Broom I&I**, 15450 Fugate Ct., Moreno Valley, CA 92551-3619, Luanne Rudder-Yancy  
**Aqua Comforts**, 18650 Collier Ave., Ste. G, Lake Elsinore, CA 92530-2724, Gary Newton  
**Aquarium Solutions**, P.O. Box 90367, San Bernardino, CA 92427-1367, David Flores  
**Arise America Ministries**, 7625 East Ave., Fontana, CA 92336-2901, Southland Someo  
**Arnolds Musical Instrument**, 1897 Taylor Ave., Corona, CA 92882-5248, Arnold Barrera Jr.  
**Arrow Locksmithing**, P.O. Box 2712, Apple Valley, CA 92307-0052, Scott Smith  
**Arrowhead Photography**, P.O. Box 532, Rimforest, CA 92378-0532, Barbara Tait  
**Arrowhead Publishing**, P.O. Box 1480, Lake Arrowhead, CA 92352-1480, William Hutchings  
**Arrowhead Self Storage**, P.O. Box 1748, Lake Arrowhead, CA 92352-1748, Self Storage Inc.  
**Arrowsmith Sports**, 220 W. Pennsylvania Ave., Redlands, CA 92374-2245, David Igyarto  
**Art Import Export**, 2567 Cedar St., #B, San Bernardino, CA 92404-4107, Gazaf Corp.  
**Arte Stone**, P.O. Box 2833, Chino, CA 91708-2833, Anthony Albiero  
**Arteaga Courier Svc.**, P.O. Box 2733, Cathedral City, CA 92235-2733, Armando Arteaga  
**Artgentinean**, P.O. Box 435, Fontana, CA 92334-0435, Ana De Los Santos  
**Artgentinian**, P.O. Box 435, Etiwanda, CA 91739-0435, Ana De Los Santos  
**Artistic Frame House**, 434 W. Highland Ave., San Bernardino, CA 92405-4014, Pamela Williamson  
**Art's Janitorial Svc.**, 8930 Lime Ct., Fontana, CA 92335-4423, Arturo Gonzalez  
**Arturo Entertainment**, 7451 Skyview Dr., Riverside, CA 92509-5556, Arturo Ramirez  
**Asia Pacific Handicrafts**, 10400 Arrow Rte., Apt G7, Rancho Cucamonga, CA 91730-4774, Felino Quinto Jr.  
**Asian Market**, 73493 29 Palms Hwy., Twentynine

Palms, CA 92277-3127, Patthana Anderson  
**Asian Market Temecula**, 26459 Ynez Rd., Ste. B, Temecula, CA 92591-4672, Alfredo Wico  
**Assault Prevention**, 24597 Freeport Dr., Moreno Valley, CA 92551-7416, Victor Martinez  
**Asset Mgmt. & Recover Svc.**, 343 6th St., Ste. K, Norco, CA 92860-1784, Glen Brock  
**Assoc. Web Design**, 21440 Apricot Ln., Wildomar, CA 92595-8768, Deborah Holmes  
**Associated Brokers**, 56483 Antelope Trl., Yucca Valley, CA 92284-2805, Patricia Heard  
**Associated Doctors Group**, 2412 S. Grove Ave., Ontario, CA 91761-6224, Brett Diaz  
**Astorga Construction**, 30020 Nuevo Rd., Nuevo, CA 92567-9024, Manuel Astorga  
**Astro Motel**, 801 E. Hobson Way, Blythe, CA 92225-1812, Aiden O'Connell  
**Atamor**, 7685 Tokay Ave., Fontana, CA 92336-1822, Marco Quiroz  
**Atlas Internet Svc.**, 4278 Maple St., Chino, CA 91710-1621, Jeff Huncovsky  
**Atomic Water Wars**, 29162 Obsidian Ct., Nuevo, CA 92567-9189, Vincent Agnifillii  
**Attny. Charoletta J. Ransom**, 6833 Indiana Ave., Ste. 104A, Riverside, CA 92506-4223, David Fields  
**Audrey Patrick Reporting Svc.**, 715 N. Arrowhead Ave., Ste. 212, San Bernardino, CA 92401-1151, Barbara Jane Kinney  
**Aunt Pitty Pats Attic**, 27321 Meridian St., Hemet, CA 92544-8300, William McCray  
**Auntie Jeans Antiques & Collectibles**, 308 E. Citrus Ave., Redlands, CA 92373-5217, Jean Cramer  
**Auto Glass 2000**, 33045 Mountain View Ave., Lake Elsinore, CA 92530-4610, Julio Castro  
**Auto Specialty**, 224 N. Sybil Rd., Palm Springs, CA 92262-6949, Dixon Hill  
**Autometronics Co.**, 2805 Loyola St., Riverside, CA 92503-6237, Timothy Barnard  
**Automotive Promo**

**Engineer**, 11671 Sterling Ave. Ste. A, Riverside, CA 92503-4971, David Perry  
**Ava Collection**, 4095 Schaefer Ave., Chino, CA 91710-5446, Regine Twang  
**Awesome Johns Carpet Cleaning**, 7776 Lincoln Ave., Hesperia, CA 92345-4127, John Staub  
**Aztlan Creations**, 10935 Fremont Ave., Montclair, CA 91763-6215, Cecilia Segura  
**B & B Builders**, 7900 Limonite Ave., #G304, Riverside, CA 92509-6169, Michael Belcher Sr.  
**B & B Equipment Backhoe Svc.**, 8920 Limonite Ave., #142, Riverside, CA 92509-5067, Marilyn Bordelon  
**B & B Maintenance**, 315 E. Kendall St., Corona, CA 92879-2439, Robert James  
**B & B Trucks & Parts**, P.O. Box 342, Bloomington, CA 92316-0342, Houle Inc.  
**B & L Automotive Svc.**, 3652 Daly Ave., Riverside, CA 92509-4676, Leopoldo Medina  
**B D R Construction**, 6099 Riverside Ave., Rialto, CA 92377-4059, Luis Beltran  
**B J Enterprise**, 14458 Janie Ct., Moreno Valley, CA 92553-4992, Barbara Beucus  
**B K Farm**, 21205 Floral Ave., Perris, CA 92570-9196, Luu Tran  
**B M W. Computers**, 18575 Acacia St., Lake Elsinore, CA 92532-2003, William Copp  
**B R Auto Repair**, 711 S. State St., San Jacinto, CA 92583-4908, Richard Raney  
**B T U Steel Detailing**, 13874 Fontainebleau Ln., Chino Hills, CA 91709-1480, Victor Rampen  
**Babe Wild Clog Wild**, P.O. Box 729, Palm Springs, CA 92263-0729, Brik Ramos  
**Baby Duds**, 12531 Shadowbrook St., Moreno Valley, CA 92553-4754, Waymond Dardon Jr.  
**Baby Duds**, P.O. Box 2680, Running Springs, CA 92382-2680, Caroline Ellstrom  
**Baby Luv N Stuff**, 2564 Mimosa Dr., San Bernardino, CA 92407-2260, Jackie Walti  
**Back To Eden Landscapes**, 28224 Bay Ave., Moreno Valley, CA 92555-6104, Pete Perez

**Bahdi Fusion**, 473 E. Avenida Olanca Apt 1, Palm Springs, CA 92264-5101, Reina Hoffman  
**Bahdi Fusion**, 52 La Costa Dr., Rancho Mirage, CA 92270-1611, Reina Hoffman  
**Baja Bronze Tanning Salon**, 1835 Hamner Ave., #R, Norco, CA 92860-2955, Keith Lodos  
**Balloon Artistry**, 3589 Cedar Ridge Ln., Corona, CA 92881-8707, Diane Thomas  
**Balu Dog Training Center**, 16376 Jurupa Ave., Fontana, CA 92337-7430, Jean-Claude Balu  
**Bare Essentials**, 11678 Rancherías Dr., Fontana, CA 92337-0620, Women 2 Women I  
**Barnaby Consult Svc.**, 40668 Symphony Park Ln., Murrieta, CA 92562-5895, Eddie Colter  
**Barrys Uniforms**, 16739 Van Buren Blvd., Riverside, CA 92504-5744, Michelle Barry  
**Barstow Paint**, 911 Armory Rd., Barstow, CA 92311-5460, Lorraine Chavira  
**Bart Construction**, 1809 Majestic Dr., Corona, CA 92880-7335, Dudley Crawford  
**Bartman Transfer Co.**, 13620 Cuyamaca Dr., Desert Hot Springs, CA 92240-5607, Russell Bartman  
**Barton Cleaning Svc.**, 113 E. Desert View Dr., Barstow, CA 92311-3814, Karen Garcia  
**Base Head Links**, 1801 Rimrock Rd., Apt 27, Barstow, CA 92311-5704, Ryan Conway  
**Baseline Animal Grooming**, 9360 Baseline Rd., Alta Loma, CA 91701-5800, Mercedes Nakano  
**Baseline Auto Glass Tinting**, 115 E. Base Line St., San Bernardino, CA 92410-3705, Octavio Martinez  
**Bates Svc.**, 671 E. Cooley Dr., Ste. 110, Colton, CA 92324-4014, Steven Bates  
**Bath Time**, 54725 Avenida Rubio, La Quinta, CA 92253-3730, Billy Norton  
**Bayview Partners**, 327 Grant St., Redlands, CA 92373-5118, Richard Hickey  
**Bazarre Comms & Misc.**, 330 S. "D" St., Perris, CA 92570-2133, Martha Macias

Coming Soon

... Sneak Preview ...

Coming in the September Issue  
EDITORIAL FOCUS  
FINANCIAL INSTITUTIONS (2ND QUARTER, '00)  
MORTGAGE BANKING, SBA LENDING,  
INDEPENDENT LIVING CENTERS

SUPPLEMENTS  
INLAND EMPIRE AIRPORTS, HEALTH CARE,  
GOLF GUIDE TO SOUTHERN CALIFORNIA

THE LISTS FOR SEPTEMBER  
MEDICAL CLINICS,  
LARGEST BANKS SERVING THE I.E.,  
LARGEST HOTELS,  
I.E. GOLF COURSES

INLAND EMPIRE  
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\*Is your company on OUR list? It should be!! If you think your company qualifies to be included on any of the September lists and you have not received a simple questionnaire from Inland Empire Business Journal, please contact:  
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# MORE NEW BUSINESS

**Adv Computer & Network**, 129 N. McKinley St., Ste. 111, Corona, CA 92879-6564, Asif Khan  
**Advance Logistics**, 26422 St., Michel Ln., Murrieta, CA 92563-6091, Lorenzo Frigillana Jr.  
**Advance Mufflers**, 1434 E. Foothill Blvd., Ste. D, Upland, CA 91786-4059, Julio Del Angel  
**Advanced Computer & Networking**, 8900 Benson Ave., Ste. J, Montclair, CA 91763-1669, Umair Enterprise  
**Advanced Lien Solution**, 29032 Avenida De Las Flores, Canyon Lake, CA 92587-9690, Jackie Collier  
**Advanced Mailing Solutions**, 3025 E. Escoba Dr., Apt. 238, Palm Springs, CA 92264-5576, Susan Beckwith  
**Advanced Personnel**, 8201 Arlington Ave., #J, Riverside, CA 92503-0430, Lisa Wiley  
**Advanced Tech Training Institute**, 71845 29 Palms Hwy., Twentynine Palms, CA 92277-2067, Information Tec  
**Advantage Systems**, P.O. Box 1908, Indio, CA 92202-1908, Roger Terfehr  
**Affinity Management Group**, 13851 Roswell Ave., Ste. E., Chino, CA 91710-5471, Laura Righter  
**Affordable Ads**, 1521 W. Summerset Dr., Rialto, CA 92377-3845, Martin Penuelas  
**Agmi Charitable Svc.**, 11810 Columbo St., Moreno Valley, CA 92557-8522, Larry Wright  
**Agriculture Transport**, P.O. Box 552, Colton, CA 92324-0552, Henry Viramontes  
**Ahumada-Masonry**, 9643 Boxwood Ave., Fontana, CA 92335-5926, Rudy Ahumada

**Air Jump Entertainment**, 29825 Avenida De Cortez, Sun City, CA 92586-6506, Frances Harnishfeger  
**Air-Tek Art**, 9625 Wintergreen Rd., Pinon Hills, CA 92372-9258, Michael Curtis, Boling  
**Akamoo's Island Sushi**, 29183 Via Norte, Temecula, CA 92591-1830, Akamoo Noble  
**Aladdin Enterprise**, 40001 Via Caseta, Murrieta, CA 92562-9114, Dwayne Herron Jr.  
**Aladdin Industries**, 28073 Diaz Rd., Ste. A, Temecula, CA 92590-3464, Dwayne Herron Jr.  
**Alex Floor Svc.**, 1640 Garden Dr., San Bernardino, CA 92404-5502, Alejandro Ronquillo  
**Alex Groceries**, 1750 S. Lilac Ave., Bloomington, CA 92316-2240, Bilinda Correa  
**Alexandras Catering**, 1400 Fullerton Ave., Corona, CA 92879-2525, Young Nam  
**Alexis Orourke**, 20378 Little Jules Way, Riverside, CA 92507-6654, Laurette Cortez  
**Alicat Pickup & Dlvry. Svc.**, 27701 Murrieta Rd., Spc. 205, Sun City, CA 92586-2363, Alice Ellis  
**Alice 99 Plus**, 391 W. Foothill Blvd., Rialto, CA 92376-4965, M O D A  
**All About Roofing**, 3350 Ridge Pointe Rd., Chino Hills, CA 91709-1430, All About Const.  
**All American Karate**, 708 W. 11th St., Corona, CA 92882-4204, John Lipari  
**All American Pro Svc.**, 1012 Peter Christian Cir., Corona, CA 92881-8675, Rodrigo Lazo  
**All Bee & Assoc Inc.**, 40641 Calle Medusa, Temecula, CA 92591-6913, Mark Allbee

**All Classic**, 522 E. Holt Blvd., Ontario, CA 91761-1703, Carlos Cruz  
**All Earth Underground**, 12400 Reata Rd., Apple Valley, CA 92308-6760, Leslie Berryman  
**All Nations Visa Svc.**, 7231 Boulder Ave., Highland, CA 92346-3313, Sharon Hanyoolo  
**All Peoples Dental Care**, 2503 E. Lakeshore Dr., Ste. E., Lake Elsinore, CA 92530-4433, Weibiao Chen  
**All Pro Hm Inspections**, P.O. Box 2105, Cathedral City, CA 92235-2105, Brian Schram  
**All Pro Sales & Mktg.**, 31841 Camino Marea, Temecula, CA 92592-6450, Christopher Bout  
**All Strong Industry Inc.**, 4215 E. Airport Dr., Ontario, CA 91761-1565, Elegance Trend  
**Allreds Diversified Enterprise**, 41941 Moreno Rd., Temecula, CA 92590-1810, Robert Allred  
**Allstar Jumps**, 2741 Cape Dr., Corona, CA 92882-5763, Michael Hall  
**Aloha Waterworks**, 77050 Michigan Dr., Palm Desert, CA 92211-7923, James McClurg  
**Alpha Engineered Solutions**, 32166 Corte Llamas, Temecula, CA 92592-3804, Lee Follansbee  
**Alpha Home Inspection**, 7577 Sherwood Rd., Joshua Tree, CA 92252-2964, Kimberly Anne Peters  
**Alpha Hose & Coupling**, 68905 Perez Rd., #F37, Cathedral City, CA 92234-7229, Carol Dorler  
**Alpine Motor Auto Sales**, 5909 Jurupa Ave., Ste. D, Riverside, CA 92504-1155, Cornel Lingurar  
**Alta Loma Feed & Tack**, 7166 Amethyst Ave., Alta

Loma, CA 91701-5038, F Z Consulting  
**Alta Vista Pharmacy**, 9625 Monte Vista Ave., Ste. 108, Montclair, CA 91763-2200, Vista Pharmacy  
**Alvados Janitorial Svc.**, P.O. Box 1507, Highland, CA 92346-1507, Juan Alvarado  
**Amazing Fabricating**, 8040 Spinel Ave., Rancho Cucamonga, CA 91730-2551, Scott Degner  
**Amer Eagle Paralegal/Attorney Svc.**, 9650 Business Center Dr., #G, Rancho Cucamonga, CA 91730-4536, Scott Naples  
**American Air Ducts**, 10596 Gramercy Pl., Riverside, CA 92505-1338, Fetu Lo  
**American Bankcard Svc.**, 41821 Calle Cabrillo, Temecula, CA 92592-9214, Martha McKay  
**American Christian Milit. Academy**, 536 N. Euclid Ave., Ontario, CA 91762-3238, Pauline Stone  
**American Discount Carpet**, 10968 I Ave., Ste. L, Hesperia, CA 92345-5202, Andrew Aragon  
**American Gamng Academy**, 291 E. Mel Ave., Apt. 301, Palm Springs, CA 92262-4847, Ronald Ramsey  
**American Information Systems**, 132 W. Wabash St., San Bernardino, CA 92405-4922, Clarisa Fernandez  
**Beamers Depot**, 10147 Church St., Bloomington, CA 92316-2202, Beamers Kettle  
**Beanie Heaven**, 2796 Tanger Way, Ste. 204A, Barstow, CA 92311-9414, June Rojo  
**Bear Valley Cleaners**, 16200 Bear Valley Rd., Ste. 109, Victorville, CA 92392-

8708, Jayesh Patel  
**Bear Valley Liquidators**, 8021 Mango Ave., Apt 46, Fontana, CA 92336-2692, Gary Taborn  
**Bee Sharp Productions**, 3626 Roslyn St., Riverside, CA 92504-3500, Steven Cervantes  
**Bella Pareti**, P.O. Box 819, Palm Desert, CA 92261-0819, Walter Hocutt  
**Bellagio Nail Salon**, 305 N. Euclid Ave, Ontario, CA 91762-3425, Alina Ortega  
**Belleau Preferred Distribution**, 309 N. Dearborn St., Redlands, CA 92374-4213, Teri Belleau  
**Ben L. Stanowski**, 2781 W. Ramsey St., Ste. 6, Banning, CA 92220-3700, Benjamin Stanowski  
**Benetan Granitos**, 33507 Barcelona Dr., Thousand Palms, CA 92276-4022, Henry Jacques  
**Benvan Productions**, 53795 Avenida Navarro, La Quinta, CA 92253-3585, Dianne Benanti  
**Bernstein & Assoc. Catering**, 10476 Watercress Cir., Moreno Valley, CA 92557-3054, Gale Bernstein  
**Best Tile Company**, 1123 E. Cypress Ave, Redlands, CA 92374-5309, Timothy Hill  
**Best Western Desert Villa**, 1984 E. Main St., Barstow, CA 92311-3218, L B W. Barstow LLL, Limited Liability Co.  
**Best Western Sandman Motel**, 1120 W. Colton Ave., Redlands, CA 92374-2936, Welcome Gp. Inc.  
**Betsys Creations**, 25740 Kellogg St., Loma Linda, CA 92354-3923, Betsy Tan  
**Better Advertising Medium**, 11875 Pigeon Pass Rd., #517, Moreno Valley, CA 92557-6039, Pat Thomas

AUGUST 2000

AUGUST 2000

## BANKRUPTCIES

Ronald Lee Alger, aka R. L. Alger, aka Ron Alger, Susan C. Alger, aka Susan Alger, fdba Alger International, 23105 Little Mountain Rd., Nuevo; debts: \$384,342, assets: \$376,181; Chapter 7.

Lee E. Auer, dba Men of the Auer Aquatic Gardens, 51334 Oskar Lane, Morongo Valley, debts: \$255,581, assets: \$121,241; Chapter 7.

Derek Brusko, Bonnie Brusko, fdba SKO'S, (Sole Proprietorship), 1082 Viewpoint Lane, Corona; debts: \$208,387, assets: \$170,387; Chapter 7.

CDC Contemporary Design Corporation, a California Corporation, 1365 Mahogany, Corona; debts: \$274,986, assets: \$46,566; Chapter 7.

Maurice Clayton, Regina Rena Clayton, dba Clayco Tax Service, 5803 Olive Ave., Rialto; debts: \$359,471, assets: \$328,998; Chapter 7.

Fiesta Plex, LLC, 45-175 Fargo St., Indio; debts: \$3,179,861, assets: \$3,151,607; Chapter 11.

Jerry Paje Funiestas, Emilou Obero Funiestas, fdba Critter Paws, 15433 Villaba Rd., Fontana; debts: \$65,923, assets: \$21,490; Chapter 7.

Linda Lee Guyan, dba LHG Entertainment, dba LHG Entertainment Crystal Clear Film Productions, aw LGH Entertainment, Inc., 2060 South Date St., Bloomington; debts: \$95,151, assets: \$66,954; Chapter 7.

Kenneth J. Haffner, Gloria J. Haffner, fdba Haffner Window Cleaning, 28860 Kimberly, Moreno Valley; debts: \$39,266, assets: \$8,070; Chapter 7.

Richard Leroy Higgins, aka Rick Higgins, dba Rick Higgins Construction, 14838 Foxglove Dr., Chino; debts, assets schedule not available; Chapter 13.

Lester Dean Hughes, Lester Hughes, aka Lester D. Hughes, aka L. Hughes, aka Lucky, dba Lucky's Air Conditioning, 2612 Valley View Ave., Norco; debts: \$344,940, assets: \$239,489; Chapter 7.

Richard Gordon Maddox,

aka Richard G. Maddox, aka Richard Maddox, Kathleen Maddox, aka Kathy Maddox, aw Los Quatros Amigos, faw K-Rich, Inc., dba Maddox Distributors, 1222 Dorothy Anna, Banning; debts: \$1,225,308, assets: \$970,450; Chapter 7.

Steven J. Moore, Laurie B. Moore, fdba Total Lawn Care, 5190 Mission, #46, Riverside; debts: \$237,620, assets: \$134,430; Chapter 7.

Thomas Negrete, fdba Taxes & Paralegal Service, 7656 Bonnie Court, San Bernardino; debts: \$76,334, assets: \$8,370; Chapter 7.

Nelson P. Neuhaus, aka Nelson Paul Neuhaus, aka Paul Neuhaus, fdba Precision Biomedical, faw Precision Medica Co., 7083 Geranium Place, Rancho Cucamonga; debts: \$196,659, assets: \$121,032; Chapter 7.

Gerardo Paredes Jr., Karen G. Paredes, fdba JPJR Enterprises, 34935 Canterbury Court, Yucaipa; debts: \$200,623, assets: \$145,920; Chapter 7.

Richard A. Pene, aka Richard Anthony Pene, Debra A. Pene, aka Debra Pene, fdba Modem Industrial Supply Co., (Sole Proprietorship), aw Modem Safety Supply, LLC., 42787 Meadow Hill Place, Big Bear Lake; debts: \$798,898, assets: \$586,509; Chapter 7.

Kenneth A. Porter Sr., aka Kenneth A. Porter, aka Ken Porter, dba Bank Financial Service, dba Bank Financial Service/Murrieta, 24975 Adams Ave., Murrieta; debts, assets schedule not available; Chapter 7.

Kevin M. Poulin, Stacy A. Poulin, aka Stacy A. Pangborn, aka Stacy A. Danielson, fdba J. W. Signs and Screen Printing, 43174 Corte Montilla, Temecula; debts: \$372,595, assets: \$204,887; Chapter 7.

Bruce F. Raymond, Sharon E. Raymond, aka Sherry Raymond, aw Pioneer Molds, Inc., 43455 Mesa St., Banning; debts: \$387,819, assets: \$954,635; Chapter 13.

Ray Winfred Roberts, aw Winfred Roberts, fdba RW Roberts Construction, 31662 Silverspruce Dr.,

Running Springs; debts: \$145,782, asset. \$111,670; Chapter 7.

James Ryan, aka JR Bobby Ryan aka JR Ryan, dba Ellery Office Service, 27908 Palm Villa Dr., Menifee; debts: \$38,321, assets: \$5,319; Chapter 7.

Max Clayton Sitter, dba Max's Pools, 32629 Hupa Dr., Temecula; debts, assets schedule not available; Chapter 13.

Robert L. Starms, Tawanda D. Starms, fdba A. N. Experience, dba Heaven Sent Greetings, 29204 Sandpiper Dr., Lake Elsinore; debts: \$177,762, assets: \$195,625; Chapter 13.

Erik Marshall Stevens, Laurie Kimberly Stevens, dba Collectors Connection, 2065 W. Ontario Ave., Corona; debts: \$36,957, assets: \$33,076; Chapter 13.

Yong-Kil Yi, Sung-Yun Yi, dba C.J.'s Liquor, 2647 Raven Circle, Corona; debts, assets schedule not available; Chapter 13.

Milo C. Young, Tina M. Young, fdba Myse Milo Young Structural Concrete, aw Milo Young Structural Concrete, Inc., 41320 Salt River Court Temecula; debts: \$340,969, assets: \$236,977; Chapter 7.

Amanda J. Apodaca, aka Amanda Jane Apodaca, dba Just Cuts Styles & Beauty Supplies, 7427 Nye Drive, Highland; debts: \$140,978, assets: \$142,065; Chapter 7.

Melville Jordan Carpenter, aka Mel J. Carpenter, II, aka Mel Jordan Carpenter, 11, dba Mel Carpenter DDS, Inc., 1154 Deercrest Drive, San Bernardino; debts, assets schedule not available; Chapter 7.

Chino Oil Sales, Inc., dba Chino Oil & Diesel Sales, dba Paul's Oil Supply Inc., 4552 Riverside Drive, Chino; debts: \$150,045, assets: \$42,350; Chapter 7.

Wayne D. Clark, dba Desert Ram Computer Service, 70200 Mirage Cove Drive, #2, Rancho Mirage; debts: \$78,990, assets: \$6,450; Chapter 7.

Colt Business & Storage Park 1, LLC, 45-175 Fargo

INLAND EMPIRE BUSINESS JOURNAL • PAGE 55

St., Indio; debts: \$649,675, assets: \$925,016; Chapter 11.

Joan Patricia Cermak, fdba The Great Cover Up, dba Jones Designs, 31555 Avenida El Mundo, Cathedral City; debts: \$172,283, assets: \$94,025; Chapter 7.

Robert J. Cullen, dba Corona Aircraft Sales, 1903C Aviation Drive, Corona; debts, assets schedule not available; Chapter 13.

D.P. Inc., 79-029 Bayside Court, Indio; debts: \$133,054, assets: \$146,000; Chapter 11.

Albert L. DeMartin, Christina C. DeMartin, fdba DeMartin Tire & Auto, 960 West 20th St., Upland; debts: \$382,201, assets: \$292,231; Chapter 7.

Janis Kay Erikson, faw Mountain Treasures, 45312 4th St., Baldwin Lake; debts: \$43,657, assets: \$18,632; Chapter 7.

Lester Lee Fanning, Peggy Patricia Fanning, aka Peggy Cooper, fdba L. L. Tanning Trucking, 1760 Topaz Drive, Perris; debts: \$143,401, assets: \$3,150; Chapter 7.

Howard Wayne Graham, fdba Howard Graham Gallery, 18604 Ellis Ave., Banning; debts: \$65,148, assets: \$64,620; Chapter 7.

John Denneth Harding, Kim Renee Harding, fka Kim R. Hawkins, fka Kim R. Roares, fdba Industrial Claims Service, 2072 West Ontario, Corona; debts: \$280,178, assets: \$215,144; Chapter 7.

David S. Helfman, dba Helfman Construction, 49275 Park Ave., Morongo Valley; debts: \$208,100, assets: \$241,662; Chapter 13.

Elaine B. Hauser, aka Elaine Hauser, dba Tipton Transcription, 205 So Belardo Road, #A, Palm Springs; debts: \$17,311, assets: \$8,659; Chapter 7.

Paul Howard Ingels, Mary Katherine Ingels, dba Paul Ingels Investigations, 9238 19th St., Alta Loma; debts: \$176,288, assets: \$19,020; Chapter 7.

Richard Earl Kiesel, Linda Ann Kiesel, dba RK Security Services, 28400 Champions Drive, Menifee; debts: \$285,900, assets: \$121,932; Chapter 7.

Donald Leonard Douglas, dba D.L. Douglas & Associates, Inc., dba Douglas Construction, Consulting, Inspection (DCCI), 1107 San Marcos Drive, Hemet; debts: \$119,727, assets: \$5,850; Chapter 7.

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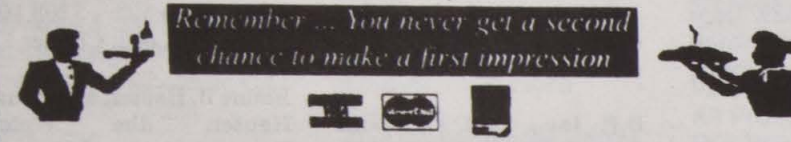


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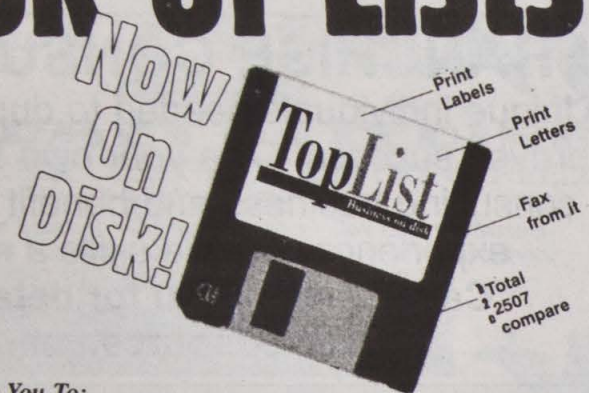
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## Record Keeping...

*continued from page 11*

financial institutions. These can also include statements created for the financial institution by a third party, such as a statement showing an electronic funds transfer.

### Your business checking account

Your business checkbook is perhaps the single most important record that you keep for your business. It should reflect the receipts of income and expenses you pay. You should deposit all daily receipts in your business checking account, and your deposit slip should note the source of the deposit.

Make sure to keep copies of all slips. Try to make all payments for your business by check. This is a good way to document business expenses. Avoid writing checks

payable to cash. If you must do so to pay a business expense, you should include the receipt for the cash payment in your records. If you can't get a receipt for the cash payment, make a note in your records explaining the payment at the time the payment is made.

These are some of the record keeping basics you need to keep your business records in good shape. However, each business is different and may have particular bookkeeping requirements.

*The information in this article was reprinted from the Michael L. Cox & Associates "Business Insights," volume 4, issue 7. If you have any questions, please contact them at 5050 Palo Verde, Suite 213, Montclair, CA 91763. Call them at (909) 482-4374, or visit their Web site at [www.mlccpa.com](http://www.mlccpa.com).*

## Small businesses...

*continued from page 37*

### Other noteworthy results included:

- Western region entrepreneurs were the least likely to be extremely or very satisfied with current and prospective employees versus the other regions. They also had the highest percentage (22 percent) of firms with 4-year, college educated employees.
- Smaller firms (19 employees and fewer) place a greater importance on skills more associated with the new economy, including Internet and computer skills.
- 22 percent of women-owned firms had a majority of employees carrying a 4-year college degree, versus 14 percent of male-owned companies.

### "Voices From Main Street" Launched to Raise Issues Important to Small Firms

In March, American Express Small Business Services launched "Voices From Main Street," a multi-million dollar communications program to engage small business owners in a national dialogue about the issues that matter to them most and shine a spotlight

on those concerns. The yearlong "Voices From Main Street" program includes:

- a series of television commercials featuring small business owners speaking from their places of business about the issues most important to them;
- national opinion polls to take the pulse of entrepreneurs on important issues;
- a print advertising campaign encouraging business owners to speak out;
- a Web site (hosted at [www.americanexpress.com](http://www.americanexpress.com)) where small business owners can discuss issues, chat with their peers and industry leaders and obtain relevant information on the issues;
- a nationally broadcast "town hall" dedicated to small business owners to meet with their peers and engage in these discussions on a local level.

This second American Express "Voices From Main Street" poll surveyed 798 businesses with employees in May 2000. The businesses polled averaged 12.2 employees and \$530,000 in annual revenues. The survey had a plus/minus margin of error of 3.5 percentage points.

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THE GAINERS				
Top five, by percentage				
Company	Current Close	Beg. of Month	Point Change	% Change
Modtech Holdings Inc.	10.688	9.000	1.688	18.8
Channell Commercial Corp.	13.125	12.000	1.125	9.4
Watson Pharmaceutical Inc.	58.719	53.750	4.969	9.2
Provident Financial Hldgs.	15.125	13.938	1.188	8.5
Foothill Independent Bancorp	9.875	9.250	0.625	6.8

THE LOSERS				
Top five, by percentage				
Company	Current Close	Beg. of Month	Point Change	% Change
Life Financial Corp.	3.125	3.938	-0.813	-20.6
National RV Holdings Inc.	9.063	10.500	-1.438	-13.7
Keystone Automotive Inds. Inc.	6.125	6.938	-0.813	-11.7
PFF Bancorp Inc.	16.938	18.250	-1.313	-7.2
Fleetwood Enterprises Inc.	13.688	14.250	-0.563	-3.9

Name	Ticker	7/25/00 Close Price	6/30/00 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co.	AWR	31.000	29.734	4.3	39.75	26.00	18.0	NYSE
Channell Commercial Corp.	CHNL	13.125	12.000	9.4	21.00	6.75	13.1	NASDAQ
CVB Financial Corp.	CVB	15.500	15.813	-2.0	23.30	13.25	12.2	AMEX
Fleetwood Enterprises Inc. (L)	FLE	13.688	14.250	-3.9	23.69	13.38	5.6	NYSE
Foothill Independent Bancorp	FOOT	9.875	9.250	6.8	14.13	8.88	9.3	NASDAQ
HOT Topic Inc.	HOTT	31.938	32.000	-0.2	37.44	11.88	21.2	NASDAQ
Kaiser Ventures Inc.	KRSC	13.500	13.875	-2.7	19.38	10.50	225.0	NASDAQ
Keystone Automotive Inds. Inc.	KEYS	6.125	6.938	-11.7	17.88	4.75	8.1	NASDAQ
Life Financial Corp.	LFCO	3.125	3.938	-20.6	5.88	2.38	NM	NASDAQ
Modtech Holdings Inc.	MODT	10.688	9.000	18.8	13.50	4.75	17.8	NASDAQ
National RV Holdings Inc.	NVH	9.063	10.500	-13.7	27.31	8.13	3.8	NYSE
PFF Bancorp Inc. (H)	PFFB	16.938	18.250	-7.2	23.75	12.25	8.2	NASDAQ
Provident Financial Holdings Inc.	PROV	15.125	13.938	8.5	20.56	12.56	7.6	NASDAQ
Watson Pharmaceutical Inc. (H)	WPI	58.719	53.750	9.2	59.56	26.50	35.0	NYSE

Notes: (H)-Stock hit 52-week high during the month, (L)-Stock hit 52-week low during the month, NM - Not Meaningful

Five Most Active Stocks	
Stock	Month Volume (000's)
Watson Pharmaceutical Inc.	14,181,700
HOT Topic Inc.	3,700,000
Fleetwood Enterprises	1,790,600
Keystone Automotive Inds. Inc.	1,403,600
Modtech Holdings Inc.	678,200
D&F/IEBJ Total Volume Month	23,513,900

Monthly Summary	7/25/00
Advances	6
Declines	8
Unchanged	0
New Highs	1
New Lows	3

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Kleinfelder...

continued from page 41



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CALENDAR

**11** Big Bear Lake 2000 Calendar of Events. Aug. 11 Mountain Mining Tour, Discovery Center, 866-3437; Aug. 11-13 Antique Car Club Fun Run, Big Bear Lake, 866-3938; The Grout Bay Canoe Tours, Discovery Center, 866-3437; Aug. 12-13 Snow Summit Amateur Cup 4, Cross-country/Downhill Mountain Bike Race, Snow Summit, 866-4565; Aug. 13 Flames & Flowers Tour, Discovery Center, 866-3437; Aug. 17-20 Festival of Jazz 2000, multiple locations, 866-5538; Aug. 18 Mountain Mining Tour, Discovery Center, 866-3437; Aug. 18-20 The Grout Bay Canoe Tour, Discovery Center 866-3437; Aug. 20 Flames & Flower Tour, Discovery Center, 866-3437; Aug. 25-27 The Grout Bay Canoe Tours, Discovery Center, 866-3437; Aug. 26 Live Country Auction-Antique & Collectibles, Elks Lodge, (877) 663-6800; Free Wild Flower Walks led by Rosalie Downs, leaves Wild Wings at 8 a.m., 584-4295; 12 Hours at the Summit Mountain Bike Endurance Race, Snow Summit, 866-4565; Air Fair 2000, Big Bear City Airport, 585-3219; Aug. 26-27 The Arts Council of Big Bear Valley presents "Art on the Lake" Marina Rivera Resort, 585-2907; 11th Annual Peddlers Market Antique & Collectibles Show, Elks Lodge, ( 877) 663-6800; Aug. 27 Flames & Flowers Tour, Discovery Center, 866-3437; California Sprint Adventure Race Series, Big Bear Lake, 866-4565.

**15** The Small Business Development Center is offering a two-hour workshop that covers the various financing options available to small businesses on Tuesday, Aug. 15 from 6-8 p.m. The array of SBA loans are covered, the general qualifying criteria, the application process, and the documentation needed in applying for an SBA loan. For information and registration, call the Mt. San Antonio College Small Business Development Center at (909) 629-2247.

**16** The Small Business Development Center is a two-hour workshop offering the basics of legal issue and small business on Wed., Aug. 16 from 5 to 7 p.m. For information and registration call the Mt. San Antonio College Small Business Development Center at (909) 629-2247.

**18** Theme nights for August in Temecula include: Tomorrow's Stars featuring Nashville Newcomer Jenny Mack on Aug. 11, 50s Weekend with Old Time

Rock and Roll, with Blues Testament on Aug. 18, and an Old Fashioned Ice Cream Social, with ice cream recipe contests with music by Beryl Slone and blues by the Devilles on Aug. 25. To visit Old Town Temecula, take the 15 Freeway to Rancho California Road or Highway 79 South and follow the signs leading to Old Town Front Street. Public parking is free. For more information call (909) 694-6412.

**22** The Small Business Development Center is offering a two-hour workshop on "Marketing Your Service/Product" on Tues., Aug. 22 from 6-8 p.m. For information and registration, call the Mt. San Antonio College Small Business Development Center at (909) 629-2247.

**22** Are you still trying to understand AB60? This PIHRA workshop on AB60: Eight-Hour Day Restoration & Workplace Flexibility Act, will provide you with the information necessary to reduce your liability, ensure your policies and practices are up-to-date, and help you manage problems and issues related to the new regulations that affect California employers. Date: Tue., Aug. 22, 7:15 a.m. - 11:30 p.m.- registration, breakfast and speaker, Laura Petroff, Esq., partner Weinston & Strawn. Location: Pomona Valley Mining Company 1777 Gillette Road (10 Freeway, Dudley exit) Pomona. For costs and reservation information, call (909) 832-4271.

**23** The Center for International Trade Development is offering a three-hour workshop on Wed., Aug. 23 from 1-4:30 p.m. This workshop will cover the "tricks of the trade" for: locating and qualifying buyers, focusing on niche markets, analyzing competitors, determining marketing activities and performing the reality test. For information and registration for this \$25 workshop, call the Citrus College Center for International Trade Development at (909) 629-2247.

**28** Art of the San Bernardino County Exhibition will be on view through August 28 at the San Bernardino County Government Center, 385 N. Arrowhead Ave., San Bernardino. Join Margaret (Peggy) Burnett and other artists at the reception and awards ceremony on Aug. 11, from 5 to 7 p.m. "Discover the Rich Visual Heritage of San Bernardino County."

**10** Sept. The second annual Main Street USA Run is scheduled for Sun., Sept. 10

in Barstow. More than 300 pre-1974 American-made vehicles will line up for viewing on old Route 66. The Main Street USA Run is a salute to "The Mother Road." Registration for vehicle owners is open to pre-1974 American cars, trucks, Harleys, and V.W.s the day of the event or in advance. Call (760) 256-5760 for registration. The run is free to the public, beginning at 8 a.m.-3 p.m. on Sun., Sept. 10. For more information, call Wayne Soppeland at (760) 256-5760 or log on to www.barstowchamber.com.

**16** Sept. Small Businesses can learn about the Small Business Innovative Research (SBIR)/Small Business Technology Transfer (STTR) program at the Fourth Annual SBIR/STTR conference to be held Sept. 16, from 8:30 a.m. to 4:30 p.m. at the California State

University Fullerton Garden Grove Center, 12901 Euclid Street, Garden Grove, CA. Sponsors of the event include the National Association of Women Business Owners - Orange County (NAWBO-OC), the U.S. Small Business Administration, and California State University Fullerton. Registration fee is \$55 with a \$10 discount if you register before Sept. 8. The registration fee includes a box lunch. To register, please contact NAWBO-OC at (714) 832-5741.

The Redlands Camera Club has two on-going, rotating exhibits. These exhibits, are changed every three months. One exhibit is in the physical therapy wing of Redlands Community Hospital, and the other is at Redlands City Hall, on the second floor.

REGULARLY SCHEDULED EVENTS

**Monday**  
Business Builders of Rancho Cucamonga, weekly, 7 a.m. at Socorro's Mexican Restaurant, 10276 Foothill Blvd., Rancho Cucamonga. Membership: \$25. Contact: Dawn Grey, (909) 484-5244; Shirley Patrick, (909) 625-2386.  
Personal Break Through/ Networking, weekly, 7 a.m. at 7385 Carnelian St., Rancho Cucamonga. The club meets to discuss maximizing business and personal leverage. Contact: Warren Hawkins, (909) 626-2681 or (909) 517-0220 (pager).

**Tuesday**  
Business Network International, Inland Valley Chapter, weekly, 7 to 8:30 a.m. at Mimi's Cafe, 10909 Foothill Blvd., Rancho Cucamonga. Contact: Michael Bailey, (909) 948-7650.

Ali Lassen's Leads Club, Claremont Chapter, weekly, 7:15 a.m. at the Claremont Inn, 555 W. Foothill Blvd., Claremont. Contact: (909) 981-1720. Regional office: (800) 767-7337.

Ali Lassen's Leads Club, Diamond Ranch Chapter, breakfast meeting weekly, \$8 for visitors, 7:15 - 8:30 a.m. at the Diamond Bar Country Club, 22751 E. Golden Springs Dr., Diamond Bar. Contact: Kim Gully (909) 606-4423 or Leads Club Regional Office: (800) 767-7337.

**Wednesday**  
Business Network International, Victor Valley Chapter, weekly, 7 a.m. at Marie Callenders, 12180 Mariposa Rd., Victorville. Visitors welcome. Contact: Jo Wollard (760) 241-1633.

Business Network International, Chino Valley Chapter, weekly, 7 a.m. at Mimi's Cafe, Spectrum Marketplace, 3890 Grand Ave., Chino. Contact: (909) 591-0992.

Business Network International, Rancho Cucamonga Chapter, weekly, 7 a.m. at Plum Tree Restaurant, 1170 W. Foothill Blvd., Rancho Cucamonga. Contact:

Michael Cunerty, (909) 467-9612.  
Toastmasters Club 6836, the Inland Valley Earlybirds of Upland, weekly 6:45 a.m. at Denny's, northwest corner of Seventh Street and Mountain Avenue in Upland. Info: Nancy Couch, (909) 621-4147.  
The Institute of Management Accountants Inland Empire Chapter, the fourth Wednesday of the month, 6:30 a.m. at the Mission Inn, 3649 Seventh St., Riverside. Contact: Ester Jamora (818) 305-7200 Ext. 106.

The Rancho Cucamonga Women's Chapter of Ali Lassen's Leads Club, weekly, 7:15 a.m. at Mimi's Cafe, 370 N. Mountain Avenue. Info: Patricia Brookings, (909) 981-4159 or (909) 594-5159.

**Thursday**  
Business Network International, Victor Valley Chapter, meets every Thursday at 7 a.m. at the Ramada Inn, Interstate 15 and Palmdale Road in Victorville. Visitors are welcome. For more information, call Rodney Sanders at (760) 953-7297.

BOMA/Inland Empire Monthly Meeting Thursday, March 9, 2000 12:00 noon, Double Tree Hotel. Guest Speaker: BOMA California Lobbyist, Les Spahn, Legislative issues in property ownership and management. Cost: \$30. Reservations: (909) 882-7868.

Business Network International, Corona Hills Chapter meets every Thursday 7 a.m. to 8:30 a.m. at the Mimi's Cafe located at 2230 Griffin Way, Corona (#91 Fwy at McKinley). Visitors are always welcome. Information: Laurie (909) 780-3176 or Wayne (909) 279-2870.

**Sunday**  
Claremont Master Motivators Toastmasters Club, weekly, 6 to 7:30 p.m. in the Jagels Building at Claremont Graduate School, 165 E. 10th St., Claremont. Contact: Chuck or Dolores Weck, (909) 982-3430.





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